

DeKalb County Workforce Plan

Workforce Innovation and Opportunity Act
July 2016

The DeKalb County Local Workforce Area
(Local Area 5) is comprised of DeKalb County,
GA, as displayed in the map on the right

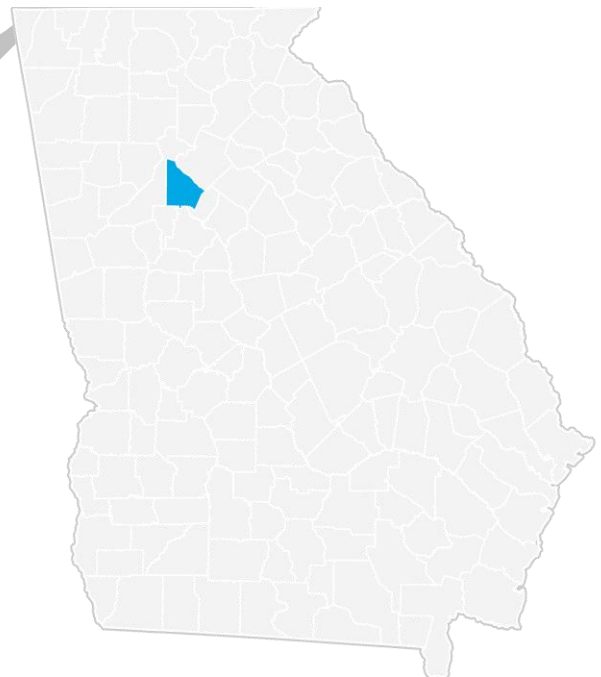


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Strategic Elements, Governance and Structure

1. **Identification of the Fiscal Agent** – Provide an identification of the entity responsible for the disbursement of grant funds described in WIOA § 107(d)(12)(B)(i)(III) as determined by the chief elected official.

Local Workforce Development Area 5 is comprised of a single service area, DeKalb County. In accordance with the Workforce Innovation and Opportunity Act (WIOA), the Chief Local Elected Official has named the DeKalb Workforce Development Board (DWDB) as the local board for the area. The current One-Stop Operator is DeKalb Workforce Development (DWD), a division of DeKalb County Government. And, as designated in the Chief Local Elected Official-Fiscal Agent Agreement, the Fiscal Agent is as follows:

DeKalb County Government
Finance/Budget Department
1300 Commerce Drive, 4th Floor
Decatur, GA 30030

2. **Description of Strategic Planning Elements** – Provide a description of the strategic planning elements listed below. A complete answer will rely on a variety of data sources and employer input. Also describe how the information was gathered and what partners and employers were consulted.
 - a. **Provide an analysis of the regional economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. Include the listing of occupations in demand within the region and describe how the list was developed citing source data.**

Overview. For the purposes of this Local WIOA Plan, only DeKalb County's economic conditions, including existing and emerging in-demand industry sectors and occupations, and the employment needs of employers in these industry sectors and occupations, are discussed. The regional aspects for these same factors are included in the Metro Atlanta Regional Plan.

DeKalb County accounts for approximately 14% of Metro Atlanta Regional employment, representing nearly 321,000 jobs. The Healthcare industry is the largest employer in the county, accounting for approximately 16% of the county's total employment. Educational Services and Retail Trade are also major employers, accounting for 35,900 and 35,200 jobs, respectively.

Employment in DeKalb County declined steeply during the recent recession, shedding nearly 17,000 jobs between 2005 and 2010. Between 2010 and 2015, however, the county largely recovered the jobs lost during the recession, adding over 17,000 jobs, an increase of 6%. The job recovery was led by the Healthcare industry, which added over 6,600 jobs over the 5-year period, and the Transportation and Warehousing industry, which added over 3,700 jobs. The Accommodation and Food Services and Retail Trade industries have also grown significantly since 2010, adding 3,200 jobs and 3,100 jobs, respectively. Overall, employment growth in the county between 2010 and 2015 have lagged the State of Georgia and the US.

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Over the next five years, employment in DeKalb County is expected to expand by 3%, adding over 10,300 jobs, or 2,075 jobs annually. In addition to new demand, nearly 8,000 jobs openings are expected annually due to retirements or turnover. Combined, new and replacement demand are expected to account for nearly 10,000 job openings annually.

Targeted Industries. In 2014, DeKalb County released a Targeted Industry Report, developed by Austin-based economic development consulting firm, Angelou Economics. The report identified the following targeted industries for the county:

- Professional and Business Services
- Life Sciences
- Tourism
- Logistics
- Construction and Support Trades
- Advanced Manufacturing

These industries were identified based on their size, concentration in the region, and potential for future growth. Additionally, sectors that promoted green and sustainable economic growth were prioritized.

Professional and Business Services

As defined in DeKalb County's targeted industry report, the Professional and Business Services industry represents a range of industries that provide services, ranging from financial institution to law firms to computer programming services. In the Metro Atlanta Region, the industry accounts for nearly 350,000 jobs. The industry is diverse, with employment spread over a range of different sectors, with some overlapping with Information Technology. The following table presents the largest sectors in the industry.¹

Professional & Business Services Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
522110	Commercial Banking	19,045	6%	1.0	\$96,930
524210	Insurance Agencies and Brokerages	20,161	6%	1.5	\$83,831
541110	Offices of Lawyers	22,227	6%	1.3	\$90,807
541330	Engineering Services	18,420	5%	1.2	\$90,463
541511	Custom Computer Programming Services	22,621	7%	1.7	\$96,720
541512	Computer Systems Design Services	20,799	6%	1.5	\$100,807
541611	Administrative Management and General Management Consulting Services	16,287	5%	1.8	\$113,948
551114	Corporate, Subsidiary, and Regional Managing Offices	47,983	14%	1.5	\$114,325

¹ Please note, the acronym NAICS as used in all tables represents the North American Industry Classification System.

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The industry has grown rapidly over the past five years, expanding employment by 20%, adding nearly 57,000 jobs. While employment growth was spread over a range of sectors, the Corporate Managing Offices demonstrated the strongest growth, adding nearly 12,000 jobs. The fastest growing sectors are summarized in the following table.

Historic Change in Professional & Business Services Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
524210	Insurance Agencies and Brokerages	15,074	20,161	5,087	34%
541214	Payroll Services	5,691	10,786	5,095	90%
541511	Custom Computer Programming Services	17,615	22,621	5,006	28%
541512	Computer Systems Design Services	15,021	20,799	5,778	38%
551114	Corporate, Subsidiary, and Regional Managing Offices	36,164	47,983	11,819	33%
Total - Professional & Business Services Industry		288,803	345,691	56,888	20%

Growth is projected to continue. Over the next five years, the Professional and Business Services industry is expected to add over 46,000 jobs, expanding employment by 13%, over a range of industries, with the Corporate Managing Offices sector adding the most jobs. Due to a combination of new and replacement demand, the Professional and Business Services industry is expected to require over 25,000 workers annually to fill open positions. Approximately 63% will be due to retirements or other turnover, while 37%, or 9,200 jobs annually, will be due to replacement demand. The following table identifies the sectors expected to add the most jobs over the coming years.

Projected Change in Professional & Business Services Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
541330	Engineering Services	2,547	14%	1,376	37%	63%
541511	Custom Computer Programming Services	5,912	26%	2,069	57%	43%
541512	Computer Systems Design Services	5,454	26%	1,906	57%	43%
541611	Administrative Management and General Management Consulting Services	4,849	30%	1,726	56%	44%
541613	Marketing Consulting Services	2,174	30%	772	56%	44%
551114	Corporate, Subsidiary, and Regional Managing Offices	3,320	7%	2,758	24%	76%
Total - Professional & Business Services Industry		46,014	13%	25,142	37%	63%

Life Sciences

The Life Sciences industry overlaps heavily with the Healthcare industry, but also includes sectors related to medical device manufacturing and information technology. In 2015, the industry represented nearly 200,000 jobs in the Metro Atlanta Region. As with the Healthcare industry, General and Surgical Hospitals are the largest employers, accounting for nearly 70,000 jobs. Combined, the medical device-related sectors account for over 2,400 jobs. The table on the following page identifies the largest Life

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Sciences sectors in the region.

Life Sciences Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
541511	Custom Computer Programming Services	22,621	11%	1.7	\$96,720
541512	Computer Systems Design Services	20,799	10%	1.5	\$100,807
621610	Home Health Care Services	12,763	6%	0.6	\$33,441
622110	General Medical and Surgical Hospitals	69,626	35%	0.8	\$57,500
623110	Nursing Care Facilities (Skilled Nursing Facilities)	12,213	6%	0.5	\$30,783
624410	Child Day Care Services	22,891	12%	1.3	\$21,139

The industry has grown steadily over the past five years, adding over 30,000 jobs, an 18% increase in employment. General and Medical Hospitals added the most jobs, increasing employment by 13%. The Surgical and Medical Instrument Manufacturing sector, though relatively small, grew rapidly between 2010 and 2015, adding nearly 200 jobs, increasing employment by 73%. The following table identifies the Life Sciences sectors that added the most jobs between 2010 and 2015.

Historic Change in Life Sciences Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
541511	Custom Computer Programming Services	17,615	22,621	5,006	28%
541512	Computer Systems Design Services	15,021	20,799	5,778	38%
621610	Home Health Care Services	9,468	12,763	3,295	35%
622110	General Medical and Surgical Hospitals	61,600	69,626	8,026	13%
624120	Services for the Elderly and Persons with Disabilities	4,477	6,275	1,798	40%
Total - Life Sciences Industry		168,868	198,895	30,027	18%

The Life Sciences industry is expected to continue to grow rapidly over the next five years. By 2020, it is projected to add another 41,000 jobs, expanding employment by over 20%. In addition to an estimated 8,200 jobs that will need to be filled annually due to new demand, replacement demand (retirements and turnover) will account for another 8,400 jobs annually, for a combined average annual demand of 16,600 jobs. The following table identifies the sectors that are projected to add the most jobs.

Projected Change in Life Sciences Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
541511	Custom Computer Programming Services	5,912	26%	2,069	57%	43%
541512	Computer Systems Design Services	5,454	26%	1,906	57%	43%
621610	Home Health Care Services	8,051	63%	2,109	76%	24%
622110	General Medical and Surgical Hospitals	6,703	10%	4,075	33%	67%
Total - Life Sciences Industry		41,006	21%	16,658	49%	51%

Tourism

The Tourism industry is broad, encompasses retail, hospitality, and other related sectors. In the Metro Atlanta Region, it accounts for over 230,000 jobs. Employment is concentrated most heavily in the restaurant sectors (Full-Service and Limited-Service), which account for 155,000 jobs, combined. Hotels are also a major employer, accounting for 21,500 jobs. The following table identifies the largest Tourism sectors in the region.

Tourism Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
713940	Fitness and Recreational Sports Centers	8,537	4%	0.9	\$18,159
721110	Hotels (except Casino Hotels) and Motels	21,531	9%	0.9	\$28,690
722310	Food Service Contractors	10,026	4%	1.3	\$24,975
722511	Full-Service Restaurants	87,309	38%	1.1	\$19,808
722513	Limited-Service Restaurants	67,700	29%	1.1	\$15,593
722515	Snack and Nonalcoholic Beverage Bars	8,932	4%	1.0	\$19,375

The industry has added over 37,000 jobs over the past five years, increasing employment by 19%. Growth was distributed over a range of industry sectors, ranging from hotels to bars to restaurants. The following table identifies the industries that added the most jobs between 2010 and 2015.

Historic Change in Tourism Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
713940	Fitness and Recreational Sports Centers	7,276	8,537	1,261	17%
713990	All Other Amusement and Recreation Industries	2,060	3,188	1,128	55%
721110	Hotels (except Casino Hotels) and Motels	20,344	21,531	1,187	6%
722410	Drinking Places (Alcoholic Beverages)	2,800	3,896	1,096	39%
722511	Full-Service Restaurants	72,593	87,309	14,716	20%
722513	Limited-Service Restaurants	54,248	67,700	13,452	25%
722515	Snack and Nonalcoholic Beverage Bars	5,946	8,932	2,986	50%
Total - Tourism Industry		193,817	231,051	37,234	19%

The Tourism industry is expected to continue to grow over the coming years, but at a lower rate. Between 2015 and 2020, it is projected to add nearly 20,000 jobs, expanding employment by 9%. In addition to nearly 5,000 job openings annually due to new demand, the industry is expected to have 15,000 openings due to replacement demand. This demand will primarily be driven by the high rate of turnover within the industry.

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Projected Change in Tourism Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
713940	Fitness and Recreational Sports Centers	1,032	12%	755	27%	73%
721110	Hotels (except Casino Hotels) and Motels	2,022	9%	1,738	23%	77%
722511	Full-Service Restaurants	6,715	8%	7,872	17%	83%
722513	Limited-Service Restaurants	6,540	10%	6,416	20%	80%
Total - Tourism Industry		19,950	9%	20,714	19%	81%

Construction and Support Trades

The Construction and Support Trades industry accounts for over 55,600 jobs in the Metro Atlanta Region. Sectors range from homebuilders to infrastructure construction to material wholesalers. In the Metro Atlanta Region, the largest is the Commercial and Institutional Building Construction sector, which accounts for over 10,300 jobs, or 4%. The following table identifies the largest sectors in the region.

Construction and Support Trades Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
236115	New Single-Family Housing Construction (except For-Sale Builders)	5,393	2%	0.8	\$73,664
236118	Residential Remodelers	6,529	3%	0.8	\$43,560
236220	Commercial and Institutional Building Construction	10,338	4%	1.1	\$71,489
423310	Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	4,152	2%	2.7	\$90,808
423830	Industrial Machinery and Equipment Merchant Wholesalers	6,335	3%	1.3	\$74,052

Since 2010, the industry has grown steadily, adding over 7,600 jobs, and expanding employment by 16%. Growth was spread over a range of sectors. While overall the industry grew over this period, some sectors, such as Water and Sewer Line Construction and Land Subdivision contracted. An overview of Construction and Support Trades is provided in the table on the following page.

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Historic Change in Construction and Support Trades Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
236115	New Single-Family Housing Construction (except For-Sale Builders)	3,659	5,393	1,734	47%
236118	Residential Remodelers	5,270	6,529	1,259	24%
236220	Commercial and Institutional Building Construction	9,170	10,338	1,168	13%
237130	Power and Communication Line and Related Structures Construction	2,422	3,675	1,253	52%
423310	Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	2,978	4,152	1,174	39%
Total - Construction and Support Trades Industry		47,940	55,628	7,688	16%

Over the next five years, the industry is expected to continue to grow at a similar rate, adding another 7,800 jobs. Again, employment growth will be distributed broadly over a range of construction-related sectors. Nearly every sector in the industry is expected to add jobs over the coming years. Annually, the industry is expected to have 4,000 job openings over the next five years. Over 60% of these are expected to be related to turnover or retirement. The following table identifies the industries that are expected to add the most jobs over the coming years.

Projected Change in Construction and Support Trades Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
236115	New Single-Family Housing Construction (except For-Sale Builders)	602	11%	339	35%	65%
236118	Residential Remodelers	746	11%	414	36%	64%
236220	Commercial and Institutional Building Construction	1,031	10%	636	32%	68%
237110	Water and Sewer Line and Related Structures Construction	789	34%	274	58%	42%
237130	Power and Communication Line and Related Structures Construction	2,208	60%	642	69%	31%
237310	Highway, Street, and Bridge Construction	552	15%	268	41%	59%
Total - Construction and Support Trades Industry		7,836	14%	4,018	39%	61%

Advanced Manufacturing

As defined in the DeKalb County Target Sector Strategy, the Advanced Manufacturing industry accounts for 26,400 jobs in the Metro Atlanta Region. The industry is broad, representing over 100 sectors. Employment is distributed broadly across these sectors, with no one sector representing more than 1% of industry employment. The table on the following page identifies the largest sectors in the Advanced Manufacturing industry.

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Advanced Manufacturing Industry Overview, 6 Digit NAICS - Atlanta Region

NAICS	Industry	2015 Jobs	% of All Jobs	Location Quotient	Avg. Annual Wages
325612	Polish and Other Sanitation Good Manufacturing	1,063	0%	3.0	\$92,983
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	2,083	1%	1.7	\$58,428
334220	Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing	1,881	1%	2.4	\$165,889
334513	Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables	1,126	0%	1.2	\$55,122
335122	Commercial, Industrial, and Institutional Electric Lighting Fixture Manufacturing	1,201	1%	3.6	\$62,053
335311	Power, Distribution, and Specialty Transformer Manufacturing	1,185	1%	3.0	\$78,992

The industry has grown at a modest rate, expanding employment by 9%, adding nearly 2,200 jobs. However, many sectors have had employment decline, including Computer Terminal Manufacturing, which lost nearly 1,000 jobs. The Air Conditioning and Warm Air Heating Equipment Manufacturing increased employment by nearly 400 jobs, or 23%. The following table identifies that sectors that added the most jobs between 2010-2015.

Historic Change in Advanced Manufacturing Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	Employment		5 Year	
		2010	2015	# Change	% Change
325998	All Other Miscellaneous Chemical Product and Preparation Manufacturing	251	476	225	90%
333318	Other Commercial and Service Industry Machinery Manufacturing	313	598	285	91%
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	1,700	2,083	383	23%
335122	Commercial, Industrial, and Institutional Electric Lighting Fixture Manufacturing	137	1,201	1,064	777%
335931	Current-Carrying Wiring Device Manufacturing	44	251	207	470%
Total - Advanced Manufacturing Industry		24,277	26,453	2,176	9%

Over the next five years, the Advanced Manufacturing industry is expected to shed over 1,600 jobs, contracting by 6%. Despite this decline, it is expected to have nearly 1,200 job openings annually due to retirements and turnover. The table on the following page

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identifies the sectors that are projected to add jobs over the next five years.

Projected Change in Advanced Manufacturing Employment, 6 Digit NAICS - Atlanta Region

NAICS	Industry	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
325413	In-Vitro Diagnostic Substance Manufacturing	24	5%	29	17%	83%
333111	Farm Machinery and Equipment Manufacturing	54	10%	35	31%	69%
333112	Lawn and Garden Tractor and Home Lawn and Garden Equipment Manufacturing	25	13%	14	35%	65%
Total - Advanced Manufacturing Industry		-1,662	-6%	1,191	0%	100%

Occupational Analysis. Over the next five years, Healthcare-related occupations will have the highest growth. Education, professional services, and IT-related occupations are also expected to add a significant number of jobs. Sales and Related Occupations and Office and Administrative Support Occupations are expected to have the highest annual demand for workers due to replacement demand – which accounts for over 90% of the approximately 1,200 annual job openings in these occupations.

The table below summarizes employment trends. Rows highlighted in green are those that are projected to add the most jobs while those in orange are projected to lose the most jobs. The ones in bold are those with the highest annual employment demand.

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Projected Change in Employment, 2 Digit SOC - DeKalb County

SOC	Occupation	5 Year Projection		Employment Demand		
		# Change	% Change	Avg. Annual	% New	% Replacement
11-0000	Management Occupations	612	3%	700	17%	83%
13-0000	Business and Financial Operations Occupations	576	3%	495	23%	77%
15-0000	Computer and Mathematical Occupations	650	6%	289	45%	55%
17-0000	Architecture and Engineering Occupations	98	2%	120	16%	84%
19-0000	Life, Physical, and Social Science Occupations	141	6%	107	26%	74%
21-0000	Community and Social Service Occupations	316	5%	193	33%	67%
23-0000	Legal Occupations	80	3%	73	22%	78%
25-0000	Education, Training, and Library Occupations	1,190	5%	718	33%	67%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	125	2%	286	9%	91%
29-0000	Healthcare Practitioners and Technical Occupations	1,776	8%	829	43%	57%
31-0000	Healthcare Support Occupations	1,017	11%	399	51%	49%
33-0000	Protective Service Occupations	102	2%	160	13%	87%
35-0000	Food Preparation and Serving Related Occupations	589	2%	1,057	11%	89%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	342	3%	324	21%	79%
39-0000	Personal Care and Service Occupations	719	6%	512	28%	72%
41-0000	Sales and Related Occupations	528	2%	1,220	9%	91%
43-0000	Office and Administrative Support Occupations	539	1%	1,170	9%	91%
45-0000	Farming, Fishing, and Forestry Occupations	-3	-1%	8	0%	100%
47-0000	Construction and Extraction Occupations	494	5%	286	34%	66%
49-0000	Installation, Maintenance, and Repair Occupations	235	2%	336	14%	86%
51-0000	Production Occupations	-175	-1%	338	0%	100%
53-0000	Transportation and Material Moving Occupations	301	1%	649	9%	91%
Total - All Occupations		10,359	3%	10,255	20%	80%

Bold designates occupations with the highest average annual employment demand

Red designates occupations that are projected to lose the most jobs

Green designates occupations that are projected to add the most jobs

Another method to assess employment demand is the number of job advertisements posted by employers. In DeKalb County, the occupations with the most on-line ads are generally related to the Transportation, Healthcare, Tourism, and IT industries. In 2015, over 2,500 on-line job advertisements were posted for Heavy and Tractor-Trailer Truck Drivers and over 1,800 were posted for Registered Nurses.

While analyzing on-line job postings can be an effective method to understand employer demand for workers, some sectors may be underrepresented because employers may fill positions through word of mouth, direct hiring from community colleges, or through unions. Production Occupations and Skilled Trades are examples.

The 15 occupations that had the most on-line job advertisements in 2015 are summarized in the table below.

Occupations by Number of Job Postings in 2015 - DeKalb County

O*NET Code	Occupation	Job Postings
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	2,562
29-1141.00	Registered Nurses	1,821
41-2031.00	Retail Salespersons	1,179
41-4012.00	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	728
43-4051.00	Customer Service Representatives	635
41-1011.00	First-Line Supervisors of Retail Sales Workers	598
15-1132.00	Software Developers, Applications	398
11-9199.00	Managers, All Other	374
29-2061.00	Licensed Practical and Licensed Vocational Nurses	298
53-7062.00	Laborers and Freight, Stock, and Material Movers, Hand	267
49-9071.00	Maintenance and Repair Workers, General	265
35-1012.00	First-Line Supervisors of Food Preparation and Serving Workers	262
11-9111.00	Medical and Health Services Managers	232
43-6014.00	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	220

b. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.

To update the needs assessment referenced above, the Board leveraged BurningGlass data that analyzed on-line postings for jobs in the county. Through this analysis, it is able to identify the skills and certifications that are most often requested by employers. As presented in the following table, Communication Skills was a requirement for 5,600 on-line job advertisements in 2015.

Top Skills by 2015 Job Postings - DeKalb County

Skills	Job Postings
Communication Skills	5,614
Customer Service	3,919
Writing	3,380
Organizational Skills	2,683
Microsoft Excel	2,272
Planning	2,110
Physical Demand	2,096
Microsoft Office	2,018
Problem Solving	1,998
Computer Skills	1,922

The Top Certifications requested are also closely related to the county and region's targeted industry sectors. The certification that is most often required for applicants is that of a Registered Nurse, followed by a Class A Certified Driver's License. The top 10 certifications requested by employers in jobs postings are summarized in the following table.

Top Certifications by 2015 Job Postings - DeKalb County

Certifications	Job Postings
Registered Nurse	1,584
CDL Class A	1,260
First Aid CPR AED	691
Basic Cardiac Life Support Certification	515
Commercial Drivers License	509
American Heart Association Certification	441
Automotive Service Excellence Certification	215
Security Clearance	159
Certified Public Accountant	156
Home Care Certificate	117

In March of 2016, the Metro Atlanta Chamber published a supply-demand analysis for the region. The report, completed by Accenture, analyzed the economic trends and compared employer needs to educational resources. Based on an analysis of on-line job postings, the report found that 51% required a Bachelor's degree and nearly a third required a high school diploma or vocational training, while 11% required an Associate's degree.

Approximately 15% of job postings in the region specified fields of study required for applicants. Of those, 16% requested degrees in computer science, 15% requested

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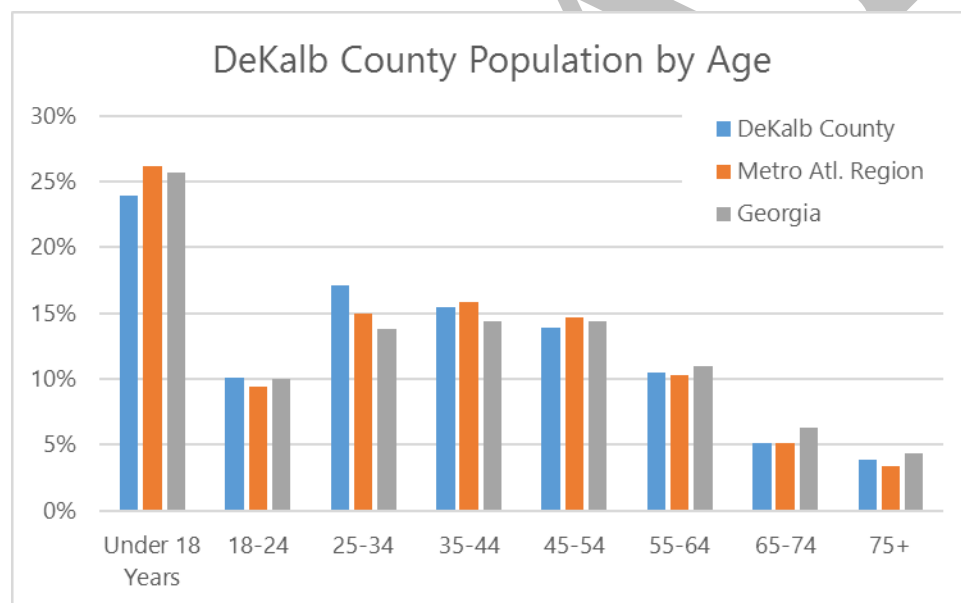
business administration, and 10% requested nursing.

The Supply-Demand Analysis further identified future skill needs. It showed that technical skills, specifically programming and data management, will be in high demand. Soft skills, especially communication and team work, will also continue to be important.

- c. Provide an analysis of the workforce in the region, including current labor force employment, unemployment data, information on labor market trends and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. List all data sources used to gather this information.**

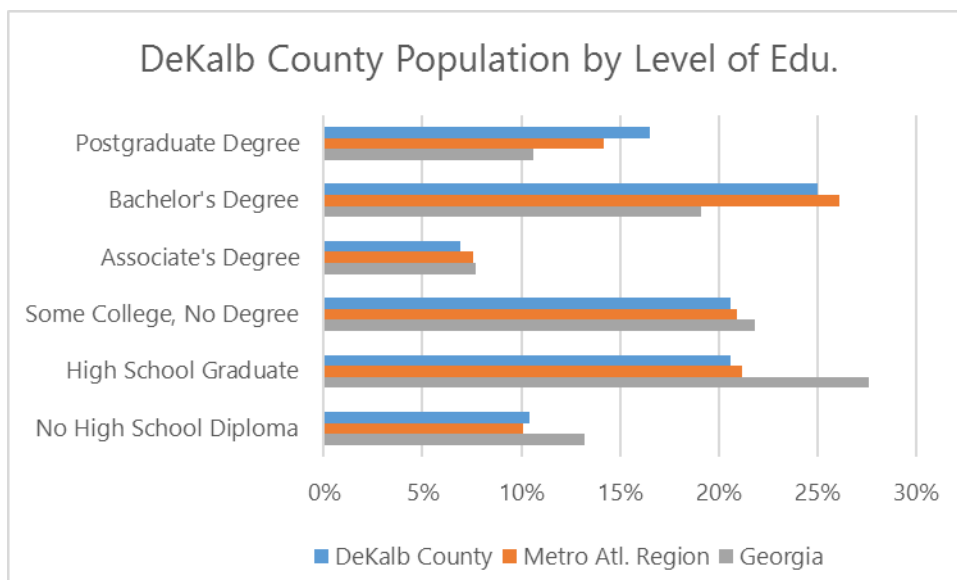
In 2015, the Metro Atlanta Region had a labor force of 2.2 million, of which, nearly 2.1 million were employed. The region had an average unemployment rate of nearly 6%, approximately 0.5% higher than the the State of Georgia. DeKalb County has a civilian labor force of 384,500 individuals and a labor force participation rate of 69%.

As shown in the following table, the distribution of the DeKalb County population largely mirrors the Metro Atlanta Region and the state. The county is slightly more concentrated in workers aged 25 to 34 than the region and state and less concentrated than the state in older age groups (55+). Residents aged 55 and older in the county account for nearly 20% of the population.



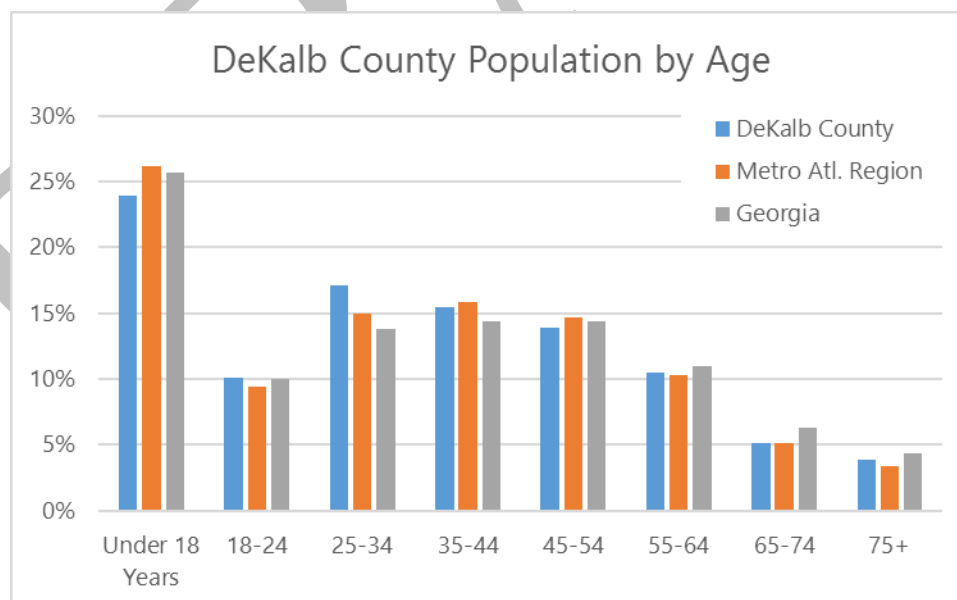
Relative to the State of Georgia, a higher portion of DeKalb County and Metro Atlanta Region residents aged 25 to 64 have an advanced degree (Bachelor's or higher). In DeKalb County, this group represents approximately 41% of working aged residents. The county has fewer residents than the state without a high school diploma or with a high school degree but no further education. An overview is provided in the table on the following page.

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- d. Provide an analysis of the workforce development activities (including education and training) in the region, including an analysis of the strengths, weaknesses and capacity of such services to address the identified education and skill needs of the workforce, and the employment needs of employers in the region.

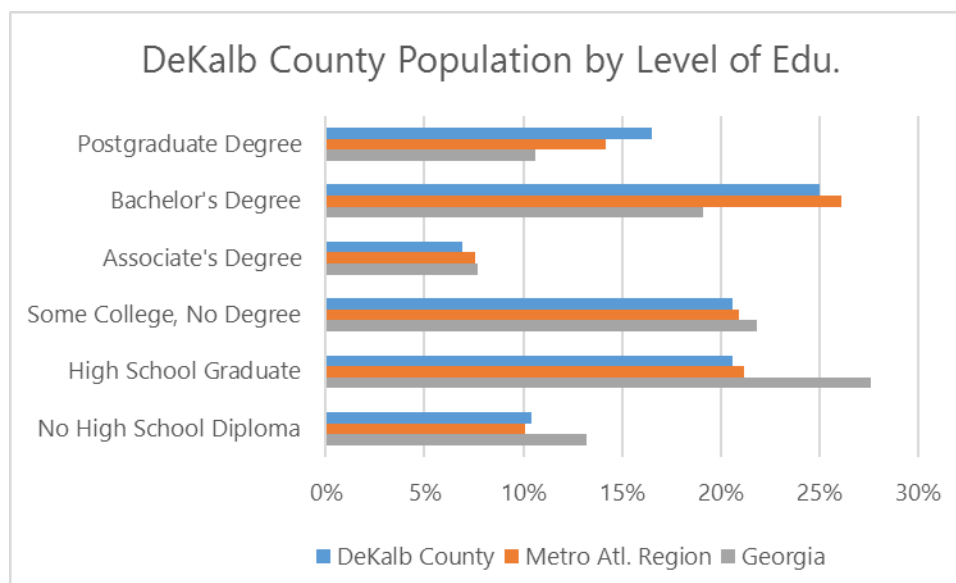
DeKalb County has a civilian labor force of 384,500 individuals and a labor force participation rate of 69%. The distribution largely mirrors the region and the state. It is slightly more concentrated in workers aged 25 to 34 and it is less in older age groups 55+.



Relative to the State of Georgia, a higher portion of DeKalb County and Metro Atlanta Region residents aged 25 to 64 have an advanced degree (Bachelor's or higher). In DeKalb County, this groups represents approximately 41% of working aged residents.

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Correspondingly, the county has fewer residents than the state without a high school diploma or with a high school degree but no further education. An overview of the education levels is provided in the table that follows.



- e. **Provide a description of the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), including goals relating to the performance accountability measures based on primary indicators of performance in order to support regional economic growth and economic self-sufficiency.**

The DWDB has developed a strategic vision and mission, and also identified its core values, guiding principles, and goals for the local workforce system.

Vision. To be the leader in innovative and employer-driven workforce solutions for the State of Georgia.

Mission. To promote and support a workforce system that creates value and offers employers, individuals, and communities the opportunity to achieve and sustain economic prosperity.

Core Values

- *Customer Focused:* Meeting job seekers where they are by creating a knowledge-based economy through broad public-private partnerships and optimizing technology.
- *Industry Driven:* Talent development investments are based on the specific skill needs of key industry sectors.
- *Accountable and Transparent:* Enhance performance metrics and processes that increase the accountability of our employment and training services, and help improve customer service to job seekers and employers alike.

Guiding Principles

- Our customers include job seekers, businesses, and all community partners seeking workforce information and/or services;
- Our customers will define quality service through their feedback;
- Our staff will provide quality services in a timely and positive manner;
- The System will include many connected access points utilizing common methods and shared resources with services tailored to meet the needs of individual communities, including a Mobile Career Lab and web-based electronic registration system;
- To provide services and information to all customers based upon their informed choice and need;
- To be customer friendly, culturally competent, and to embrace the international and limited English speaking community sufficiently;
- To be flexible to foster immediate and long-term skills development for job-seekers and businesses requiring assistance.

Goals

- To provide the delivery of training in a way that is accountable and accessible for job-seekers and businesses;
- To utilize information about quality, occupational trends, business needs and needed skill attainment in our decision-making;
- To advance the Business Services Division to become the focal point for our services and be the primary means of obtaining and providing information from/to the business community.
- To partner with the other Local Workforce Development Boards within the Metro Atlanta area to launch cutting edge initiatives that focus on high-demand sector strategies that assist in the obtainment of education, professional certifications and employment.
- To use the recently conducted comprehensive needs analysis to determine the programs that are in demand and will lead to re-employment within a reasonable time frame in high demand industries such Professional and Business Services, Life Sciences, Tourism, Logistics, Construction and Support Trades, and Advanced Manufacturing, and other emerging industries.

- f. Taking into account the analyses described in sections “2. a-e” (above), provide a strategy to coordinate core programs to align resources available to the local area to achieve the strategic vision and goals.**

As discussed further in the response to **Strategic Elements, Governance and Structure, 3.a. below**, DWDB hosts business summits, forums, and roundtables throughout each program year to gather information about the targeted industries. Moving forward, it will expand these efforts to convene businesses, community partners, and other key workforce stakeholders on strategies to coordinate core programs to align

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the resources available in the local area. Examples of the strategies to be explored include:

- Engaging local businesses to determine their current and projected workforce needs
- Identifying new or emerging certifications that may be required by businesses or regulatory entities
- Creating appropriate training mechanisms, including work-based learning activities, to fill current and projected job openings
- Identifying career pathways, as well as any training and educational requirements, for long-term employment in the in-demand high-growth sectors
- Recruiting job seekers who are interested in careers in the targeted industries
- Developing a pipeline of qualified workers who possess the education, skills, and certifications required by employers in the in-demand sectors
- Attracting new businesses to the local area by improving the skills and qualifications of the area's labor force
- Helping existing businesses grow their operations by improving incumbent worker skills and productivity

3. Description of Strategies and Services – Provide a description of the strategies and services that will be used in the local area in order to accomplish the items listed below.

a. How will the area engage employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations?

The DWDB knows that employer engagement is an important strategy to help job seekers connect with employment opportunities in the area. Each year the Board hosts a variety of business summits, forums, and roundtables to gather information and discuss occupations and career pathways with small employers as well as the businesses in the in-demand industry sectors.

Using the information gleaned from these ongoing employer engagement efforts, the Board develops sector-based training programs that prepare qualified workers for careers in the targeted industries. Additionally, working with employer partners, the Board creates registered apprenticeship models that provide apprentices a combination of classroom-based training and paid training at the worksite that leads to permanent employment

b. How will the area support a local workforce development system that meets the needs of businesses in the local area? Discuss the area's workforce services to businesses and how business and organized labor representatives on the Local Workforce Development Board (LWDB) contributed to the development of these strategies. Provide a listing of business services available through the area(s) such as employer workshops and assessment and screening of potential employees.

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The full DWDB, including its business members and labor representatives, have implemented a service delivery strategy for the local area that includes a dedicated Business Services Team.

As part of its outreach efforts, this team actively attends and participates in local business groups such as chambers of commerce, economic development organizations, and industry associations to cultivate job leads as well as inform potential customers about workforce services. They actively target employers in the region's high-growth industries and they use the Business Services Toolkit to inform and educate potential business and job seeker customers about the variety of workforce services offered through the One-Stop system.

The Business Services Team members are in contact with employers on a daily basis, finding out about their workforce needs, helping them fill job openings, recruiting workers, providing job matching assistance, screening applicants, referring qualified candidates, and identifying training opportunities. At the employer's request, the team may provide pre-interviewing, testing, and/or assessment services to help determine candidates' qualifications for particular job openings.

With respect to workforce planning, the Business Services Team works with businesses to determine their current and future training needs, including the identification of career pathways. As emerging skill requirements are identified, they provide this information to the Board for its consideration in identifying and/or creating new training programs.

Additionally, the Business Services Team is responsible for on-the-job training, customized training, incumbent worker training, and other employer-based training opportunities. They negotiate and establish the training curriculum, reimbursable costs, length of training, and other terms to be included on the employer-based training agreement. They ensure that the training appropriately prepares the customer to function in the identified occupation.

Business Services Team members travel throughout the area, meeting in person with businesses at their offices. They also coordinate their activities with Georgia Department of Labor (GDOL) personnel as well as with other local boards in the Metro Atlanta Region to ensure services are not duplicated.

c. How will the area better coordinate workforce development programs and economic development? Additionally, identify economic development partners and describe the involvement of the economic development community in developing strategies.

The Board has well-established working relationships with its local economic development partners that include DeKalb Chamber of Commerce, Development Authority of DeKalb County (DADC), and Decide DeKalb. It relies on these partners to help develop workforce strategies and to identify the education and training programs that are needed to meet the current and emerging workforce needs in the area. The Board and its economic development partners share information, develop forecasts, communicate projections, promote lifelong learning, develop qualified workers, and identify occupational trends.

They communicate their findings with the general public at Partner Expositions and

similar workforce/economic development events. For example, during the recent Workforce Development Partners' Expo, over 20 local organizations shared valuable information about housing, employment and training opportunities, mental health counseling, child support information, and youth services available in the community.

The Board is an integral part of the economic development efforts to attract new, as well as retain existing, businesses in the local area. It provides data on key workforce indicators as well as labor market information. It also promotes the services of the One-Stop system, including recruitment, job matching, screening, and placement services. As needed, it prepares project proposals outlining the specific services it can provide to a new business interested in moving to the area or to an existing one that is expanding.

For example, it is involved with the Aerotropolis Workforce Collective which envisions creating an integrated workforce development plan to better prepare residents for career opportunities in and around the Hartsfield-Jackson Atlanta International Airport. As the world's most travelled airport, it is a key economic driver that brings opportunities to an area that is struggling financially. The Aerotropolis Workforce Collective will help ensure that local talent is prepared to fill local jobs.

d. How will the area strengthen linkages between the one-stop delivery system and unemployment insurance programs?

An Unemployment Insurance (UI) representative from GDOL is scheduled to be on-site at the One-Stop Center each week. Therefore, individuals who are at the facility conducting job search activities at this time can conveniently meet with him/her; eliminating the need to travel to another location. Additionally, virtual access (via Internet and phone) is also available to customers on a 24/7 basis.

To strengthen its linkages, the Board is interested in exploring the possibility of having the UI representative on-site on a more frequent basis. Additionally, the Board is interested in working with GDOL to identify those individuals who are likely to exhaust their UI benefits and requiring them to come to the One-Stop for job search assistance. They would be provided with an orientation of services and given an initial assessment to determine specific needs. Based on their particular circumstances, they may be referred to additional services and resources, including job search workshops, staff-assisted job search activities, partner programs, and/or training services. This change may help unemployed individuals get back to work before their benefits are depleted.

4. Regional Service Delivery – (Only applies to regions that encompass two or more local areas) Describe how the region will address the items listed below.

a. Describe the plans for the establishment of regional service delivery strategies, including the use of cooperative service delivery agreements (if applicable).

The DWDB is committed to exploring, developing, and establishing regional service delivery strategies, including the use of cooperative service delivery agreements, to better assist the businesses and job seekers of the Metro Atlanta Workforce Region. In fact, the Board was an active participant in the preparation of the Regional WIOA Plan that complements this Local WIOA Plan.

b. Describe the plans for coordination of administrative cost arrangements

including the pooling of funds for administrative costs (if applicable).

As described in the Regional WIOA Plan, workforce representatives from the five local areas will be working together to identify possible methods to effectively and efficiently coordinate administrative costs.

5. Sector Strategy Development – Provide a description of the current regional sector strategy development for in-demand industry sectors.

a. Describe the partners that are participating in the sector strategy development.

The DWDB is an active participant in the regional sector strategy initiatives that are described in the Metro Atlanta Regional WIOA Plan.

Additionally, in conjunction with the region's targeted sectors of Healthcare, Information Technology, and Transportation and Logistics, the DWDB has identified the following in-demand industries for the DeKalb local area:

- Professional and Business Services
- Life Sciences
- Tourism
- Logistics
- Construction and Support Trades
- Advanced Manufacturing

The partners that are participating in the local sector strategy development include the local board, along with One-Stop partners, service providers, community organizations, businesses groups, economic development organizations, education and training institutions, and the regional transportation system.

b. Describe the meetings that have taken place and the strategy by which partners will continue to be engaged.

As discussed in the response to **Strategic Elements, Governance and Structure 3.a. above**, the Board hosts a variety of business summits, forums, and roundtables each year to gather information and discuss the in-demand industry sectors. For example, this past year it conducted the Construction Business Summit to disseminate information to contractors, job seekers, and training providers about the newest trends, outlook, and high-demand job opportunities in this fast-growing industry.

c. Describe the research and the data that was used to identify the sector that was chosen for the sectors strategies training.

The “DeKalb County Target Industry Report” prepared by Angelou Economics in 2014, identified the aforementioned industries as the targeted sectors for the local area.

In compiling this list, Angelou Economics used quantitative and qualitative data, including direct input from more than 100 businesses and more than 1,600 community residents and stakeholders. Using this information, they conducted a cluster analysis to ascertain the relative strength and dominance of industries in the area. The clusters were analyzed to determine national and local/regional growth trends and assets that benefit industry development. This analysis served as the basis for the identification of the targeted industries.

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d. Provide a completed outline of the sector strategy for the previously identified sector that includes the following details:

- i. Participating employers;
- ii. Target occupations;
- iii. Training programs; and
- iv. Target Populations.

The table below uses the “DeKalb County Targeted Industry” report to provide information on the types of employers, fastest growing occupations, training programs, and types of workers for each of the targeted sectors.

Sector	Types of Employers	Fastest Growing Occupations	Training Programs	Types of Workers ²
Professional and Business Services	Finance; Insurance; Professional Services; and Technical Services	Personal Financial Advisors; Software Developers; Actuaries; Architects; Financial Analysts; Computer Systems Analysts	Most require Bachelor's degree	Knowledge Technical Innovative Entrepreneurship
Life Sciences	Hospitals and Facilities; Service Companies; Manufacturing Companies; and Technology Companies	Diagnostic Medical Sonographers; Physical Therapists; Emergency Medical Technicians and Paramedics; Occupational Therapists; Pharmacists	Broad array – from high school diploma to Bachelor's degree	Knowledge Technical Innovative
Tourism	Travel Services; Attractions; and Accommodation and Food Services	Event Planners; Athletic Trainers; Amusement Machine Repairers; Fitness Instructors; Athletes and Sports Competitors	Most require only a high school degree	Knowledge Innovative Semi-Skilled
Logistics	Distribution Companies; Warehousing; and Transportation Companies	Cargo and Freight Agents; Logisticians; Commercial Pilots; Heavy Truck Drivers; Aircraft Cargo Handling Supervisors	Broad array – from high school diploma to Bachelor's degree	Knowledge Technical Semi-Skilled
Construction and Support Trades	Building Construction; Civil Construction; and Construction Support Trades	Cement Masons and Concrete Finishers; HVAC Mechanics and Installers; Plumbers, Pipefitters, and Steamfitters; Pipelayers; Electricians	Most require only a high school degree along with possible apprenticeship	Knowledge Technical Innovative Semi-Skilled

² **Knowledge** – Highly skilled with expertise in a particular discipline or business activity

Technical – Obtained specialized skills in process-based activities; traditionally thought of as blue-collar

Innovative – Potential to revolutionizing a particular method of producing/distributing a good or service

Semi-Skilled – Acquired general competence in a variety of activities, but do not have higher skills

Entrepreneurship – Owning one's own business venture

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Advanced Manufacturing	Chemical Manufacturing; Heavy Manufacturing; and Computer and Electrical Equipment Manufacturing	Structural Metal Fabricators and Fitters; Mechanical Drafters; Machine Setters and Operators; Industrial Production Managers; Mechanical Engineers	Broad array – from high school diploma to Bachelor's degree	Technical Innovative Semi-Skilled
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e. Describe the plans for future strategy development for future sectors. If applicable, discuss the next sectors to be targeted.

The Entertainment sector, which includes Film, Music, and Television; Arts and Entertainment; and Hospitality has been identified as an emerging industry sector for the Metro Atlanta Region. Therefore, the DWDB will begin exploring this industry as its future sector strategy development.

6. Description of the One-Stop Delivery System – Provide a description of the one-stop delivery system in the local area that includes the items detailed below.

a. Provide a description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, workers and jobseekers.

To ensure continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, workers, and job seekers, the Board has established performance goals that each provider is required to meet or exceed. More information on monitoring of service providers is found in the response to **Performance, ETPL, and Use of Technology 3.d. below.**

Additionally, the DWDB connects employers, training providers, job seekers, and other stakeholders through its sector-focused summits and symposiums. Using the information gathered from these events, providers can modify their existing programs and/or create new ones as needed to meet business and job seeker needs.

b. Provide a description of how the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means.

The Board established a physical One-Stop facility located at 774 Jordan Lane in Decatur. It is on the public transportation route and also has ample parking so that customers are able to easily access services. The hours of operation are Monday through Thursday from 8:30AM until 6:30PM and on Fridays from 8:30AM until 5:00PM.

Additionally, the Board has a Mobile Career Lab that is stationed weekly at local libraries to provide assistance throughout the county. It has computers with Internet access, along with printer, scanner, and copy services so that customers can conduct job search activities. A fully accessible ADA workstation with movable table and auxiliary equipment is available adjacent to the Wheelchair Lift.

The Board also provides a very good overview of its services, including a calendar of

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workshops and events as well as the Mobile Career Lab's schedule, on the website located at <http://workdev.dekalbcountyga.gov>.

During the upcoming year, DWDB will be rebranding the One-Stop facility, Mobile Career Lab, and website to use the new WorkSource Georgia: DeKalb name and logo.

- c. Provide a description of how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA § 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities. This should include the provision of staff training and support and addressing the needs of individuals with disabilities.**

Serving individuals with disabilities is a part of the Board's service delivery design. Its One-Stop and Disability Committee meets bi-monthly to address accessibility and other related issues. Both the physical One-Stop and the Mobile Career Lab are compliant with the Americans with Disabilities Act of 1990.

The Board has designated staff members who serve as advocates for customers and act as liaisons with partner agencies, including the Georgia Vocational Rehabilitation Agency (GVRA). We assist individuals with disabilities as follows:

- Conduct ongoing training of staff members and partner personnel regarding services to individuals with disabilities.
- Provide outreach to agencies within the the local area that offer services to individuals with disabilities.
- Maintain an updated list of resources available within the local area for use by staff and and customers in accessing needed services.
- Advocate for individuals with disabilities by advising and informing them about resources available within the WorkSource Georgia locations and throughout the local area and coach them on how to apply for needed resources.
- Institute a Limited English Proficiency policy, including the use of I-Speak international language card and GDOL's Multilingual Directory to assist customers with language barriers.
- Provide assistive technology items for persons with disabilities, such as adaptive keyboards and adjustable work stations.
- Conduct a physical inspection of all assistive technology/equipment to ensure functionality on a regular basis.
- Coordinate staff training on assistive technology and equipment to ensure that staff are fully-trained in usage and application.
- Help individuals with disabilities needing assistance with the registration process.

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- Maintain required Federal and State notices and postings.

d. Provide a comprehensive description of the roles and resource contributions of the one-stop partners.

The chart that is found on the following page provides a description of the programs/roles and services/contributions of each of the One-Stop partners.

Partner	Programs/Roles	Services/Contributions
DWD	WIOA	Serves as the One-Stop Operator and provides WIOA Adult, Dislocated Worker, Youth, and Business Services.
GDOL	Wagner Peyser TAA Veterans Services	Provides a universal public labor exchange services, Trade Adjustment Act (TAA) activities, and employment assistance to Veterans.
Division of Family and Children Services (DFCS)	TANF SNAP	Serves as a resource for individuals applying for and receiving Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Program (SNAP).
Georgia Piedmont Technical College (GPTC)	AEL Carl D. Perkins Act Community College Training Programs	Provides Adult Education and Literacy services, and on-site General Equivalency Diploma (GED) preparation classes. Offers employers innovative, high-value training and business services focused on increasing the professional and technical skills of the area's workforce.
GVRA	Vocational Rehabilitation Act	Assists individuals with disabilities in finding and securing employment. Provides access to adaptive technologies.
AARP	Title V Older Workers	Provides employment assistance, including work experiences, for mature workers.
DeKalb Housing Authority	Housing and Urban Development	Provides housing solutions and deliver programs to help clients achieve self-sufficiency and economic independence.
Job Corps	Job Corps Program	Offers training and placement

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Partner	Programs/Roles	Services/Contributions
		services for eligible Out-of-School youth.
Decide DeKalb Development Authority	Economic Development	Delivers business recruitment, retention and expansion services.
DeKalb Chamber of Commerce	Business Services	Serves as “the voice of business in DeKalb County”.
Fatherhood Program Urban League of Greater Atlanta Partnership for Community Action Goodwill	Supportive Services	Provides a variety of wrap around services in conjunction with the One-Stop’s workforce services.
MARTA	Transportation	Provides attractive alternatives to the automobile for all residents and visitors to the area.

- e. Identify the current One-Stop Operator in the local area(s) and describe how the region/local area is preparing for the competitive process for operator selection. Describe how market research, requests for information and conducting a cost and price analysis are being conducted as part of that preparation.**

DWD, a division of DeKalb County Government, serves as staff for the Board and as the One-Stop Operator. Due to this dual role, it could be construed that the Board is serving as the One-Stop Operator, which under WIOA, is only allowable under certain circumstances. Therefore, Board is contemplating two options.

- a. Identify the current One-Stop Operator in the local area(s) and describe how the region/local area is preparing for the competitive process for operator selection. Describe how market research, requests for information and conducting a cost and price analysis are being conducted as part of that preparation.**

Once WFD issues its guidance for selecting a One-Stop Operator, the DWDB will consider all options that are available and determine the methodology that is the best approach for its specific needs, such as competitive procurement, sole source procurement, waiver authority, etc.

Additionally, the Board may choose to participate in a regional approach with the selection of One-Stop Operator(s). This may include cooperatively interviewing potential vendors prior to release of a competitive RFP, sharing a common RFP and

evaluation tool, and/or using a regional waiver.

7. Awarding Sub-grants and Contracts – Provide a description of the competitive process to be used to award the sub-grants and contracts in the local area for activities carried out under this Title I.

The Board uses a competitive RFP procurement process to award sub-grants and contracts in the local area. Invitations to bid are issued through the DeKalb County Purchasing and Contracting Department and in compliance with the applicable procurement standards set forth in the Code of Federal Regulations.

DWDB complies with the Georgia Security and Immigration Compliance Act of 2006 (OCGA 13-10-90 et seq.), which requires public employers; their contractors and subcontractors to verify newly hired employees' work eligibility.

8. EEO and Grievance Procedures – Briefly describe local procedures and staffing to address grievances and complaint resolution.

The Board has policies and procedures for handling both complaints and Equal Employment Opportunity (EEO) issues. As shown below, it has established a WIOA Equal Opportunity Officer position that is responsible for grievance and complaint resolution activities.

Sandeep Gill
Deputy Director
Equal Opportunity Officer
DeKalb Workforce Development
774 Jordan Lane, Building 4
Decatur, Georgia 30033
Email: sgill@dekalbcountyga.gov
Phone: (404) 687-3400

Upon entry into the system, customers, including Youth, are provided with materials detailing the processes.

Customers are requested to convey concerns in writing to provide clear documentation of the issue. However, a customer's failure to communicate in writing does not prevent him/her from having his/her complaint reviewed.

As a part of its positive customer service strategy, the Board strives to informally resolve most complaints. Typically, it has been DWDB's experience that a front-line Manager and/or the One-Stop Manager are able to resolve most customer concerns.

However, if a complaint is unable to be resolved informally, then the customer will be required to file a written report to initiate the formal process. The WIOA Equal Opportunity Officer will research the complaint to determine an appropriate resolution. This process may include interviewing the customer and key personnel, reviewing written materials, and/or holding a hearing.

If the customer remains dissatisfied with the local determination, then he/she may choose to file a request for review by the Georgia Department of Economic Development, Workforce Division (WFD). Once all formal local and state

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procedures have been exhausted, a customer may also request to have his/her complaint investigated by the US Department of Labor.

DRAFT

Local Boards and Plan Development

1. **Local Boards** – Provide a description of the local board that includes the components listed below.

a. Describe how local board members are identified and appointed. Include a description of how the nomination process occurs for adult education and labor representatives. (Proposed § 679.320(g))

The DWDB has adopted a set of Board By-Laws to define and govern its activities. Upon appointment, each Board Member signs and dates a copy of the By-Laws and the Conflict of Interest provision. One copy is kept at the Board level and an additional copy is provided to WFD.

Overall, the DWDB consists of 21 members: Eleven (11) Business Representatives, Five (5) Workforce Representatives, Two (2) Education and Training Representatives and Three (3) Government and Economic Development Representatives. **Attachment 1** provides a complete listing of the DWDB's current membership.

As outlined below, Article IV, Sections 1 and 2 of the DWDB By-Laws relate to the composition, appointment, and replacement of Board members.

Article IV Board Membership

Section 1 – Board Composition

(A) BUSINESS REPRESENTATIVES - A majority [51%] of the members of each local board shall be representatives of business in the local area, who—(i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority; (ii) represent businesses, including small businesses, or organizations representing businesses described in this clause, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area; and (iii) are appointed from among individuals nominated by local business organizations and business trade associations. **MINIMUM number of business representatives: Ten (10).**

(B) WORKFORCE REPRESENTATIVES - (Labor, Community Based Organization and Youth Serving Organizations) - Not less than 20 percent of the members of each local board shall be representatives of the workforce within the local area, who—(i) shall include representatives of labor organizations (for a local area in which employees are represented by labor organizations), who have been nominated by local labor federations, or (for a local area in which no employees are represented by such organizations) other representatives of employees; (ii) shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists; (iii) may include representatives of community based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and (iv) may include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or

education needs of eligible youth, including representatives of organizations that serve Out-of-School youth. **MINIMUM number of workforce representatives: Four (4).**

(C) EDUCATION AND TRAINING REPRESENTATIVES - Each local board shall include representatives of entities administering education and training activities in the local area, who— (i) shall include a representative of eligible providers administering adult education and literacy activities under title II; (ii) shall include a representative of institutions of higher education providing Workforce Innovation activities (including community colleges); (iii) may include representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.

In accordance with WIOA, if there are multiple eligible providers serving the local area by administering adult education and literacy activities under title II, or multiple institutions of higher education serving the local area by providing workforce investment activities, each representative on the local board described in clause (i) or (ii) of paragraph (2)(C), respectively, shall be appointed from among individuals nominated by local providers representing such providers or institutions, respectively. Representatives of adult education and higher education institutions shall make recommendation to the Board Chair. Through recommendation, the Chief Local Elected Official appoints to the board. **MINIMUM number of education and training representatives: Two (2).**

(D) GOVERNMENT AND ECONOMIC DEVELOPMENT REPRESENTATIVES - Each local board shall include representatives of governmental and economic and community development entities serving the local area, who—(i) shall include a representative of economic and community development entities; (ii) shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area; (iii) shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741), serving the local area; (iv) may include representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance; and (v) may include representatives of philanthropic organizations serving the local area. **MINIMUM number of government and economic development representatives: Three (3).**

(E) OTHER MEMBERS - Each local board may include such other individuals or representatives of entities as the Chief Local Elected Official in the local area may determine to be appropriate.

Section 2 - Appointment or Replacement of Board Members

- It shall be the duty of the CLEO to appoint members to fill all vacancies, with recommendations provided by the Chairperson of the DWDB.
- A position on the DWDB is considered vacant on the date the term expires; a member becomes ineligible, is removed, or resigns or dies.
- In the case of an appointment to fill a vacancy on the Local Workforce Board, the replacement member's term shall begin on the date of appointment by the Chief Local Elected Official unless otherwise specified.

b. Describe the area's new member orientation process for board members.

The DWDB created and utilized a very detailed PowerPoint presentation to educate and orient new Board members about the WIOA. Key provisions include:

- Primary principles of the legislation
- Roles of Board members, elected officials, and fiscal agent/administrative entities
- One-Stop system and partner organizations
- Adult, Dislocated Worker, and Youth populations
- Overview of services

It describes the focus on regional economies, the elimination of the previously required sequence of services for job seekers, the importance of business services and outreach approaches, the identification and development of sector strategies and career pathways, the emphasis on Out-of-School youth activities, including work-based learning opportunities, and the new primary indicators of performance.

c. Describe how the local board will coordinate workforce development activities carried out in the local area with regional economic development activities carried out in the region (in which the local area is located or planning region).

The Board plays an active role in the economic development activities carried out in DeKalb County. Its staff assists in efforts to attract new businesses to the community, as well as to retain and expand existing ones.

Its services assist business customers by providing recruiting, candidate assessment, job matching, training, and placement services. The Business Services Unit actively targets employers in the County's key sectors of Professional and Business Services; Life Sciences; Tourism; Logistics; Construction and Support Trades; and Advanced Manufacturing. The Board also actively participates in economic development initiatives that are carried out in the region. It partners and collaborates with the other four local workforce boards to provide a coordinated and seamless system of services to businesses and industries that are located throughout the Metro Atlanta Workforce Region.

d. Describe how local board members are kept engaged and informed.

Board members are kept engaged and informed through regularly scheduled Board meetings. Agendas, meeting minutes, and meeting calendars are available on the website <http://workdev.dekalbcountyga.gov> under the Board tab.

Typical meetings topics include:

- Possible changes to legislation and/or regulations that may impact service strategies
- Program reports that highlight the types of services being provided and the related outcomes achieved
- Financial reports that identify how monies are being obligated and spent

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- Economic reports that demonstrate the current and emerging workforce needs of area employers
- Success stories to show how services have helped businesses and job seekers in the area
- Best practices from other workforce areas to consider replicating in the region

2. **Local Board Committees** – Provide a description of board committees and their functions.

A listing of the DWDB Board Committees is found below:

Executive Committee

The Executive Committee is composed of the Chairperson, Vice-Chairperson, and the Chairs of the Youth Committee, One-Stop and Disability Committee, and Finance Committee. It serves in the absence of the full Board. It is responsible for coordinating and overseeing the activities of the Board and its other Committees to ensure the satisfactory performance of functions stipulated by the Governor, Board by-laws, and all pertinent statutes and regulations. It also monitors and guides the administrative management of the Board.

The Executive Committee possesses general supervision of the affairs of the Board in the intervals between Board meetings and may meet as often as it deems necessary. It is empowered to act on behalf of the Board when quorums are not met at a regular Board meeting; however, these actions are subject to ratification by the full Board at subsequent meetings.

Youth Committee

The Youth Committee is composed of members with special interest or expertise in youth policy. It provides information, assists with planning, operations, and other issues relating to the provision of services to youth. In addition to Board members, it may also include representatives of community-based organizations with a demonstrated record of success in serving eligible youth.

One-Stop and Disability Committee

The One-Stop and Disabilities Committee provides information and assists with operational and other issues relating to the One-Stop delivery system, including services to individuals with disabilities and compliance with the Americans with Disabilities Act of 1990. It addresses the provision of programmatic and physical access to services. In addition to Board members, it may also include one-stop partners as representatives.

Finance Committee

The Finance Committee reviews and provides guidance for the organization's financial matters. It regularly reviews revenues and expenditures, ensuring funds are spent appropriately. It approves the annual budget and submits it to the full Board for approval.

Ad Hoc Committees

The Chairperson of the Board or the Executive Committee may create Ad Hoc Committees as deemed necessary to effectively conduct the business of the Board.

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Additionally, a simple majority of the Board acting together may create an Ad Hoc Committee for a specified purpose. All reports and actions taken by Ad Hoc Committees shall be approved by the Board. The term of any Ad Hoc Committee shall expire upon the completion of the task for which it was created.

3. **Plan Development** – Provide a description of the process by which the plan was developed including the participation of core partners, providers, board members and other community entities. Also describe the process used by the local board to provide a 30-day comment period prior to the submission of the plan including an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, representative of education and input into the development of the local plan.

The DWDB and its core partners, providers, and other community entities participated in a series of workforce planning meetings and regional strategy sessions during May 2016. Input received from these key stakeholders was included in the Draft Local WIOA Plan that was released for public comment in July 2016. The Draft was published on the Board's website at <http://workdev.dekalbcountyga.gov> and was also directly distributed via email to representatives of businesses, labor organizations, and educational institutions to gather their feedback.

Resulting comments were carefully reviewed and, as needed, modifications were made to the Final Local WIOA Plan. A listing of public comments is included in **Attachment 3** of this document.

Service Delivery and Training

1. **Expanding Service to Eligible Individuals** – Provide a description of how the local board, working with the entities carrying out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Include how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and how it will improve access to activities leading to a recognized postsecondary credential, academic or industry-recognized.

As DWDB continues with its implementation of WIOA, it plans to expand access to employment, training, education, and supportive services for customers by better coordinating workforce partner services and resources.

The Board has in place basic agreements with its partners; however, it wants to increase their participation in the workforce system and also increase their on-site presence at the One-Stop facility. The Board wants its partners to understand that they share the common goal of helping individuals find, get, and keep good jobs in the local community.

The Board will host quarterly or bi-annual meetings with its partners to begin to identify and develop coordinated outreach approaches, processes for cross-training personnel, and methods for referral and co-enrollment of customers. Its objectives will be to improve services for customers, eliminate duplicative partner efforts, and better leverage funding and other resources in the community.

Additionally, the Board also plans to begin developing sector-strategy initiatives, including the identification of career pathways in County's targeted industries of Professional and Business Services; Life Sciences; Tourism; Logistics; Construction and Support Trades; and Advanced Manufacturing.

The Board will engage key public and private stakeholders, including its One-Stop partners and local business organizations to gather input and feedback. It will begin to identify and develop career pathways that lead to better jobs. It will also identify any skills gaps for the identified careers. It will work with its training provider partners to develop appropriate programs and curricula to fill these gaps. It will work one-on-one with partners via the DWD Passport Referral Mechanism to share information about common customers. Finally, it will continue to host roundtables, discussions, and forums to promote and advocate for a skilled and prepared workforce in the DeKalb area.

2. **Description of Service to Adults and Dislocated Workers** – Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

As discussed, the Board has both a physical location and a Mobile Career Lab to provide services to customers. Upon entry, an individual is directly referred to the specific service(s) that best meet(s) his/her particular needs. Such referrals may include partner organizations within the WorkSource Georgia: DeKalb system as well as alternative resources available in the local community.

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Adult and Dislocated Worker workforce activities are provided under the broad categories of Basic Career Services, Individualized Career Services, and Training Services. Basic Career Services are available to any customer, while Individualized Career Services and Training Services are reserved for individuals who meet WIOA eligibility requirements.³

Basic Career Services

- Information about services available through the One-Stop System
- Initial assessment of needs
- Referral to appropriate services
- Self-directed or staff-assisted job search
- Workshops, including resume writing, interviewing skills, and job search
- Information
 - Labor market
 - Training provider
 - Supportive service
 - Unemployment
 - Financial aid
 - Relocation assistance

Specialized Career Services

- Eligibility determination
- Comprehensive assessment
- Individual Employment Plan (IEP) defining the customer's specific goals and pathway for achievement
- Career counseling and planning
- Short-term prevocational services
- Internships and work experience
- Workforce preparation activities
- Financial literacy services
- English language programs

Training Services

- Occupational skills training using an Individual Training Account (ITA)
- On-the-job training (OJT)
- Customized training
- Job readiness training
- Workplace training/co-op programs
- Skills upgrading and retraining
- Entrepreneurial training
- Pre-apprenticeship / Apprenticeship

³ Complete WIOA eligibility guidelines for Adult, Dislocated Worker, and Youth customers, including required documentation for personal identification, family size, income, priority of services, training needs, and other related factors is found in the Georgia Workforce Policies and Procedures file located at <http://www.georgia.org/wp-content/uploads/2014/06/Workforce-Policies-and-Procedures-6-7-16.pdf>.

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- Transitional jobs
- Incumbent worker training

With the implementation of WIOA, the Board eliminated the sequence of services that was previously required under the Workforce Investment Act (core-intensive-training). Therefore, an individual who is determined eligible and suitable for Adult or Dislocated Worker services does not have to participate in any type of career service activity prior to being enrolled into training services.

Regarding training eligibility, the person must meet programmatic eligibility requirements as described above and (1) must be a resident of DeKalb County, (2) must also be identified as unlikely to obtain or retain self-sufficient employment or higher wages, (3) need training to obtain or retain self-sufficient employment or higher wages, and (4) has the skills and qualifications to participate in training (i.e., suitability for training).

Training must be directly linked to an in-demand industry sector or occupation, or a sector that has a high potential for sustained demand or growth. Such training may be delivered via an ITA, training contract, or a combination of both. The Board ensures that it uses all alternative funding sources, including Pell and HOPE grants, prior to utilizing WIOA funds.

3. Description of Rapid Response Services – Provide a description of how the local board will coordinate workforce development activities carried out in the local area with statewide rapid response activities.

Overview. DWDB's Rapid Response activities begins with WFD as the State Dislocated Worker Unit. This team is responsible for receiving all WARN notifications and distributing them to other partners as necessary. The State serves as the convener of these partners and helps coordinate the response activities for all separation events. Additionally, the State records the separation details in the on-line case management system so that dislocated workers can be identified by their specific separation event and tracked as they receive workforce services. This allows the State to quickly identify opportunities for employers looking for specific skill sets or occupations by referencing previous events with individuals who have transferable skills.

While the State is responsible for convening the appropriate partners for each event, DWDB plays a pivotal role in responding quickly and effectively. Regardless of how the notice arrives to the state Rapid Response Team, once it has been entered into the case management system, the notice is forwarded to the local Rapid Response representative and the response activities begin.

The state and local coordinators will contact the employer and schedule a time to explain all available workforce services. The state Rapid Response Coordinator will then help convene partners to meet with the employer and create a plan of services to meet both the employers' and separating employees' needs. Through discussion with the employer, the State may offer strategies which include:

- Shared work/short-term compensation

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- Assistance with filing Unemployment Compensation
- Assistance with filing Trade petitions, if applicable
- Information on retraining/upskilling opportunities
- Job search workshops
- Financial literacy and planning workshops

The team of partners work with the employer throughout the process and provide follow up at the conclusion to determine if any further intervention is necessary.

Most of these services made available to employer are in response to an immediate separation event. Additional opportunities may be discussed with employers when there is adequate time and opportunity for layoff aversion efforts.

The foundation of layoff aversion strategies are activities which gather information and build partnerships. The State focuses on exploring and sharing labor market information which may predict opportunities for intervention in the workforce system. It then utilizes this information to engage in outreach through multiple partners, such as GDOL's Business Services Unit and WFD, to engage businesses in workforce discussions. These conversations reveal opportunities for the State and DWDB to intervene in offering strategies such as incumbent worker training to help businesses upskill workers to become more productive or to learn on new technologies. The State has also had success leveraging upcoming separation events as a talent base to fill job openings with other businesses seeking skilled talent by hosting job fairs and recruitment events in coordination with the employer of separation.

Rapid Response: Responding to Disasters. While growing successful partnerships are at the center of Rapid Response's layoff aversion strategy, these same relationships and connections provide the foundation for a successful response when disaster strikes. Unforeseen and unpredictable, natural disasters can become extraordinarily damaging in the long run if there is no plan in place to respond to the loss of jobs or industry in the affected region. Partnerships and planning are vital to identify how the workforce system can continue to function and provide key resources to the recovery of an affected region.

In the event of natural disasters, the Rapid Response team leverages its flexibility and mobility to assist in recovery efforts. The State prepares for natural disasters by following the direction and warnings of the State's emergency management officials. The primary threats to Georgia include the potential for hurricanes along the coast, tornadoes and flooding throughout the state, and temporary closures due to adverse winter weather in Georgia's mountain region.

DWDB has operating plans in place to continue activities in the event of natural disasters, including operational plans to function without the use of technology. State partners have similar contingency plans in place to resume normal services as quickly as possible, such as the filing and processing of unemployment compensation. WFD has established relationships with the Regional US Department of Labor (USDOL) office and serves as the designated signatory to complete and file National Dislocated Worker

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Grants in the event that additional assistance would be required to serve a significant number of dislocated individuals. Finally, WFD can leverage mobile units from other regions of the State to set up temporary offices in the DeKalb local area to provide improved access and services to individuals whose employment has been impacted by natural disasters.

Rapid Response: Trade Adjustment Assistance. GDOL works closely with WFD when layoffs and business closings occur, including those with a foreign trade impact, for which Trade petitions are submitted to USDOL. GDOL TAA staff promote a seamless array of activities from the initial phase of a Trade-certified layoff through ongoing services provided to Trade customers. All Trade customers are entitled to Rapid Response and employment services, which are provided consistent with the process for all layoff notifications.

Based on the nature of the layoff, early-intervention services provided by Rapid Response may include discussions with employers about TAA before a petition is filed. Once it is filed, TAA staff notify partners, including DWDB and its One-Stop Operator that the petition has been filed. If USDOL certifies the petition, TAA secures an affected worker list from the employer and notifies the workers and partners who provide services to dislocated workers.

TAA coordinates and facilitates worker orientations to inform the workers about the benefits and services they may receive as well as the eligibility requirements associated with each benefit. The worker orientations often include local One-Stop Operator representatives to provide guidance on demand occupations and available training in the local area. GDOL staff assist workers with TAA registration and filing UI claims.

If the number of affected workers is small, or if there are workers who are unable to attend the group orientation, they can visit a nearby DOL Career Center to be served.

All participants are offered Trade case management services and information and access to the full array of Trade services including:

Training, including remediation, occupational, OJT, customized and apprenticeships

- Income Support
- Wage supplements
- Health Coverage Tax Credit (to help pay health insurance premiums)
- Job search assistance
- Relocation allowances
- Comprehensive and specialized skills assessments
- Individual service plans to set employment goals and strategies
- Career Counseling
- Labor market and financial aid information
- Other services customized for harder-to-serve dislocated workers

Participants register in the GDOL on-line registration system, which provides them the opportunity to develop a resume and access thousands of job opportunities listed by employers. Trade services are tracked by GDOL and reported quarterly to USDOL.

4. Description of Youth Services – Provide a description and assessment of the type and availability of youth workforce development activities in the local area, including activities for youth with disabilities. This description and assessment shall include an identification of successful models of such youth workforce development activities.

The Board's One-Stop Operator, DWD, delivers the majority of Youth Services using the model approved by the DWDB Youth Committee and full Board. Additionally, some youth activities are administered through competitively procured service provider contracts.

As part of the transition from the Workforce Investment Act to WIOA, year-round services are provided to eligible youth ages 14-24. Overall, DWDB dedicates at least 20% of funds for work-based elements, such as paid and unpaid work experiences, internships, summer jobs, and permanent employment.

In-School Services. With respect to In-School Youth, the Board primarily targets individuals aged 14-18 who are at-risk of dropping out of school. Services include intense tutorial services, peer-to-peer mentorship programs, and close tracking of academic progress. The Board calls upon the public school systems located within the local area to help provide services to In-School Youth. Typically, program elements are available as part of the regular school services, or as extra-curricular offerings. DWDB also uses the existing non-profit and faith-based organizations to provide additional on-going services to Youth and their families. Additionally, the Board may include summer jobs as part of the work experience component, but such activities will be in conjunction with services occurring during the school year.

Out-of-School Services. DWD may enroll Out-of-School Youth aged 16-24 into WIOA Adult programs, (including training using ITAs) concurrently or sequentially with their Youth services, as appropriate for the individual. Under the new WIOA provisions, the Board will ensure that at least 75% of funds are expended on Out-of-School activities.

Additionally, because most Out-of-School Youth require assistance with obtaining a GED, the Board has established a partnership with GPTC to provide preparation classes at the One-Stop facility. Additionally, it also provides job readiness and employability classes at this same location.

Youth Services Model. Under DeKalb's model, Youth are exposed to various career exploration and leadership development activities. They are provided with tools and information to make informed decisions about their future. Examples include presentations on highway/driving safety, email and texting etiquette, dressing for success, and various job readiness activities. Sessions are usually held after school hours and parents are encouraged to attend.

The Youth service provider(s) is(are) responsible for ensuring that their team remains in ongoing communication with enrolled participants, moving them forward

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in meeting their individual employment and training goals. Additionally, the provider(s) avoid(s) duplication of services by maintaining contact with any other organizations providing concurrent services that are external to the workforce system.

The Board makes available the 14 WIOA Youth Elements as follows:

- **Tutoring, Study Skills, Instruction, Dropout Prevention/Recovery**

The DeKalb County Schools and City of Decatur Schools are the primary providers of tutoring, study skills training, and instruction leading to completion of secondary school, including dropout prevention. These program elements are available for In-School Youth at the appropriate school.

- **Alternative Secondary School Services or Dropout Recovery**

Alternative Schools provide a valuable opportunity for youth who have had difficulty or setbacks with traditional educational setting, a structured opportunity to complete their secondary education. DWD uses Destiny Academy of Excellence, Elizabeth Andrews High School and the Gateway Academy, a charter school offering a second chance for youth that have dropped out of high school. WIOA Youth enrolled in these schools, work with provider staff to access services that aid youth in attaining their career goals.

- **Paid and Unpaid Work Experiences that Include Academic and Occupational Education**

Through vocational education opportunities available in the local schools and other worksites, youth are able to participate in paid and unpaid work experience, including internships and job shadowing. The Board's Out-of-School Youth program offers internships, "train-for-hire," and employment opportunities. And, as the budget allows, DWD may provide summer employment opportunities for In-School Youth that link both academic and occupational learning components. It may also provide funding for summer school tuition to eligible youth in-need.

- **Occupational Skills Training**

Occupational skill training is available through local public technical schools and colleges, as well as private institutions that offer training in a variety of in-demand industries. Customers may select programs of interest from Georgia's Eligible Providers, easily accessible via the internet. The Board may provide ITA to Out-of-School Youth, by categorizing the youth as adults. The accounts may be used to pay for occupational training and qualified related expenses.

- **Leadership Development**

Youth hone their oratory, presentation and leadership skills through weekly one-hour workshops. By developing and maturing these skills, youth are better prepared to meet the demands and challenges of today's world. The project focuses on promoting self-sufficiency through business development skills, providing practical exposure to small business management, building youth leadership capacity, and self-esteem.

- **Supportive Services**

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All youth programs provide linkages to supportive services, such as community services, transportation assistance, childcare; medical services; job attire; and work tools, including eyeglasses, and protective eye gear.

- **Adult Mentoring**

DWD collaborates with established mentoring agencies such as Junior Achievement and Big Brothers and Big Sisters of Atlanta to provide training and support to youth mentees.

- **Follow Up Services**

The Board provides follow-up services for at least 12 months to all WIOA participants who have completed program requirements.

- **Guidance and Counseling**

Coaching, helping, and problem-solving are also provided through relationships with Junior Achievement and Big Brothers and Big Sisters of Atlanta.

- **Transition to Postsecondary Education and Training**

DWD staff members help prepare youth for higher education programs and/or occupational skills training. Services include job readiness workshops, career exploration activities, and career counseling.

- **Workforce Preparation Activities for a Specific Occupation or Cluster**

DWD develops or procures workshops and other services that prepare youth for careers in the region's in-demand and/or emerging occupations.

- **Financial Literacy Education**

Youth services include instruction and education on how to manage a checking account and how to be wise with money, including maintaining a positive credit rating and avoiding the pitfalls of debt.

- **Entrepreneurial Skills Training**

The entrepreneurial skills component includes information about the risks and rewards of self-employment or business ownership. DWD calls upon business community leaders and decision makers to assist us in delivering these services.

- **Labor Market and Employment Information, Including Career Exploration**

DWD provides data about in-demand and emerging occupations in the region, along with related education and training requirements. This important component enables each youth to truly learn about occupations and industries they may be interested in pursuing.

5. Implementation of Work-Based Learning Initiatives – Provide a description of how the area will implement initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries and other business services and strategies

designed to meet the needs of employers in the corresponding region in support of the business service strategy.

The Board will increase its focus on providing work-based learning opportunities, including incumbent worker training, on-the-job training, customized training, industry and sector strategies, career pathways initiatives, and utilization of effective business intermediaries to meet the needs of the employers in the local area. Strategies that will be considered include:

- Targeting high-growth industries for potential work-based learning opportunities.
- Educating employers, including chambers and industry associations, about how work-based training can enhance their businesses by decreasing turnover and improving productivity.
- Assisting businesses by streamlining work-based learning paperwork requirements.
- Assessing job candidates to determine their eligibility and suitability for work-based learning opportunities.
- Identifying career pathways in the targeted sectors that align with work-based learning activities.

Additionally, the Board will include work-based learning as part of its agendas and topics of discussion during the business forums and summits that it holds throughout each program year. It will use these events as opportunities to gather information from businesses. At the same time, it will educate them about training activities.

DWD will support the Board's efforts by having its Business Services Unit actively promoting work-based learning as key service for local businesses.

6. Provision of ITAs – Provide a description of how training services in WIOA § 134 will be provided through the use of ITAs. If contracts for the training services will be used, describe how the use of such contracts will be coordinated with the use of ITAs and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

The Board may enroll individuals who are determined eligible and suitable for training services into occupational skills training programs utilizing an ITA.⁴ It has adopted the following policies for the provision of ITAs.

- Training must be in an occupation identified as a growth occupation or within a targeted sector.
- Training must result in an employment wage sufficient to attain self-sufficiency without the aid of public assistance.

⁴ As discussed in the response to **Service Delivery and Training, 2 above**, the person must meet programmatic eligibility requirements and (1) must be a resident of DeKalb County, (2) must also be identified as unlikely to obtain or retain self-sufficient employment or higher wages, (3) need training to obtain or retain self-sufficient employment or higher wages, and (4) has the skills and qualifications to participate in training (i.e., suitability for training).

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- Training must be at least 12 hours per week to accommodate existing Unemployment Insurance requirements. Exceptions to this policy may be approved, in writing, on a case-by-case basis.
- Programs should not exceed 104 weeks (two years). Exceptions to this policy may be approved on a case-by-case basis and requests should include evidence that financial support is available during extended training periods.
- In general, all training programs must be within a reasonable commute of the WIOA local area that may include out-of-the-area and out-of-state training institutions. Out-of-the-area training programs that are not within commuting distance to the WIOA local area may be approved on a case-by-case basis. All approved training must be located within the contiguous United States.
- All applicants must apply for the Pell Grant and/or HOPE Scholarship program, if eligible. Depending on the need and availability of WIOA funding, Pell funds may be combined with WIOA funds to cover total expenses.
- On a case-by-case basis, WIOA funding may be provided for college level and post baccalaureate instruction. The following conditions must be met:
 - The customer must be accepted into a certificate or diploma program, and the course of study must be occupation-specific (i.e., radiologic technician, accounting, teacher certification). No funds shall be provided for general academic programs (i.e. General Studies, Bachelors of Business Administration, Bachelors of Art, etc.).
 - Total course of study will take no longer than 104 weeks (2 years) to complete and be a certificate or degree program.
 - The customer must demonstrate that he/she has the financial resources to attend long-term training.
- Continuing Education and other similar courses will be approved if the following conditions apply:
 - The customer must have a specific occupational goal
 - The customer must have a work history or educational background that relates to the occupational goal.
 - The customer must present evidence describing how the proposed training will increase his/her employment marketability.
- ITAs may be utilized for expenses related to training, including but not limited to the following: books, tuition and fees, supplies, tools, uniform pants and shoes, certification, licensing, testing fees, background checks, drug testing for entrance into training, medical requirements for training entrance, etc.
- Customers accepted on a provisional basis receive assistance on a case-by-case basis.
- ITAs will not be used for payment of late fees caused by customer error or delay. The customer will be responsible for these fees, as well as other fines or penalties.
- ITA-funded training may be completed in conjunction with alternative training

activities, included on-the-job training, customized training, and internships. Such coordination will be clearly identified in the customer's IEP.

- Funding is limited to \$5,000 for a single year and \$8,000 for two years.
- Customers may choose the training provider that best meets their specific needs from any of the organizations included on the Eligible Training Provider List (ETPL). Data and information for each provider is provided to help the customer make an informed choice.

7. Entrepreneurial Skills Training and Microenterprise Services – Provide a description of how the area will coordinate and promote entrepreneurial skills training and microenterprise services.

DWDB believes entrepreneurial skills training and microenterprise services should provide the basics of starting and operating a small business. Some examples of such skill development include, but are not limited to, the following abilities:

- Taking initiative;
- Creatively seeking out and identifying business opportunities;
- Developing budgets and forecasting resource needs;
- Developing a customer-centered environment;
- Understanding various options for acquiring capital and the tradeoffs associated with each option;
- Communicating effectively and marketing oneself and one's ideas.

The Board's approaches to providing entrepreneurial skills training and microenterprise services include, but are not limited to, the following:

- Entrepreneurship education that provides an introduction to the values and basics of starting and running a business. These programs often guide individuals through the development of a business plan and may also include simulations of business start-up and operation.
- Enterprise development which provides support and services that incubate and help individuals develop their own businesses. Enterprise development programs go beyond entrepreneurship education by helping individuals access small loans or grants that are needed to begin business operation and by providing more individualized attention to assist in the development of viable business ideas.

8. Coordination with Education Programs – Provide a description of how the local board will coordinate education and workforce development activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services and avoid duplication of services.

As outlined in the response to **Service Delivery and Training, 4. above**, DWDB's youth services are organized to coordinate strategies, enhance services, and avoid duplicative efforts with the secondary and postsecondary education programs in the

local area.

The One-Stop Operator, DWD, takes primary responsibility for providing youth with relevant information and opportunities for career exploration and research. Its staff assists students with gaining entrance into postsecondary education and training opportunities as well as preparing financial aid applications.

The area's secondary and postsecondary education programs provide additional assistance with academic and basic skills achievement, including tutoring services, peer-to-peer mentorships, and GED preparation.

9. Description of Supportive Services – Provide a description of how the local board will coordinate workforce development activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. Describe the coordination of transportation and other supportive services regionally, if applicable. Please include the region/local area Supportive Service Policies.

The Board defines supportive services as those services such as transportation, childcare, dependent care, housing and needs-related payments, that are necessary to enable an individual to participate in WIOA services. Mirroring the State's Policy at <http://www.georgia.org/wp-content/uploads/2014/06/Workforce-Policies-and-Procedures-6-7-16.pdf>, Section 3.4.4 Supportive Services, DWDB limits the total funding for supportive services to no more than 35% per grant funding stream (Adult, Dislocated Worker and Youth) per program year.

At this time, the Metro Atlanta Workforce Region has not adopted a Regional Supportive Services Policy. However, in an effort to better coordinate services, the five local workforce boards discuss local supportive services policies as part of the region's quarterly meetings.

Coordination with Core Partners

1. **Description of the Workforce System** – Provide a description of the workforce development system in the local area that identifies all relevant programs and how the local board will work with the entities to carry out both core and other workforce development programs to deliver well aligned services in support of the strategies identified in the state plan. This should include programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.).

The DeKalb workforce system goes beyond the physical locations of its One-Stop and the Mobile Career Lab. It includes a robust network of partners at locations throughout the community that provide a myriad of workforce development services and activities for job seekers and businesses alike.

Through its relationships with educational institutions and training providers, including those operating under the Carl D. Perkins Career and Technical Education Act of 2006, (e.g., GPTC), it helps individuals gain access to vocational, educational, and occupational training programs so they can get the skills and certifications they need to secure employment in key sector and emerging occupations.

The system also provides individuals with access to a variety of job search services and assistance, including completion of employment applications, preparation for interviews, and referrals to job openings. At the same time, it provides direct access and referral for supportive services, including assistance with transportation, childcare, clothing, housing, and health services.

The workforce system partners include organizations that specifically target special populations, such as those who are veterans, low-income, dislocated workers, youth, limited English proficiency, individuals with disabilities, older workers, ex-offenders, and/or migrant and seasonal farmworkers, so that they can get and keep good jobs.

2. **Coordination with Wagner-Peyser** – Provide a description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the state employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services.

Wagner-Peyser services in DeKalb County are delivered through the GDOL. Services include a universal public labor exchange system (i.e., employment services) for all job seekers who are legally entitled to work in the United States as well as for employers who are attempting to fill job openings.

Currently, GDOL Wagner-Peyser services are primarily offered at a separate GDOL facility in Decatur. However, because many of the career services offered under WIOA are very similar to Wagner-Peyser employment services, and because WIOA requires co-location of partners, DWDB is interested in exploring the possibility of having increased representation at the One-Stop. It believes co-location will improve services, provide greater economies of scale, and eliminate duplicative efforts.

The Board's Operator, DWD hosted a One-Stop Procurement Meeting with the

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mandatory partners, including Wagner-Peyser in June 2016 to discuss infrastructure cost sharing and co-location strategies among the partner network system.

3. **Coordination with Adult Education** – Provide a description of how the local board will coordinate workforce development activities carried out in the local area with the provision of adult education and literacy activities under title II in the local area, including a description of how the local board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232 of the WIOA Law, the review of local applications submitted under title II.

The DWDB's provider of AEL activities is GPTC. Its comprehensive program provides basic skills instruction in reading, math, and language; English as a Second Language (ESL) classes; GED test preparation classes; literacy tutors; and leveled classes in math and writing. It also provides individualized study plans, group instruction, one-on-one instruction, technology/computer usage and distance learning instruction to help students make literacy skills progress. It provides GED preparation classes at the One-Stop facility as well as its Clarkston and South DeKalb locations.

As may be required by WIOA, it is planned that the technical college will provide the Board with an outline of the AEL grant application that includes the following: counties/areas served within the grant, how AEL is providing instruction that supports the chosen sector strategies of the region, the partner activities that prepare individuals for careers, AEL and WIOA co-enrollment processes, evidence of a service strategy between the AEL and the Board, and promotion of AEL services in the One-Stop.

4. **Coordination with Vocational Rehabilitation** – Provide a description of the cooperative agreement between the local Georgia Vocational Rehabilitation office and the local board which describes efforts made to enhance the provision of services to individuals with disabilities and to other individuals, cross-train staff, provide technical assistance, share information, cooperate in communicating with employers and other efforts at cooperation, collaboration and coordination.

The DWDB includes representation from the GVRA. The organization's primary goal is to help people with disabilities to become fully productive members of society by achieving independence and meaningful employment. The Board works cooperatively and collaboratively to align its employment and training services along with GVRA to enhance and improve work opportunities for individuals with disabilities.

As discussed in the response to **Coordination with Core Partners, 1. above**, the One-Stop location and Mobile Career Lab are both well-equipped so that individuals with disabilities can easily conduct self-service job search activities. Additionally, as needed, the Board refers customers to the GVRA offices when they have more comprehensive or unique needs that are outside of the WIOA area of expertise. GVRA staff members also travel to the One-Stop location to provide on-site assistance to individuals with disabilities.

Moving forward with WIOA implementation, the Board will explore having GVRA personnel co-located at the One-Stop on a more frequent basis, with a long-term goal of staff co-location. The Board will also develop cross-training plans to ensure that DWD and GVRA personnel are knowledgeable about the services provided by each

organization.

DRAFT

Performance, ETPL and Use of Technology

1. **Description of Performance Measures** – (*WFD will issue instructions for the completion of local area performance negotiations upon receipt of federal guidance.*) Provide a description of the local levels of performance negotiated with the Governor and chief elected official pursuant to WIOA § 116(c), to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B and the one-stop delivery system, in the local area.

The Board is awaiting proposed levels of performance from the Governor before it can begin negotiations. The WIOA Primary Indicators of Performance that will be addressed are detailed in **Attachment 2**.

2. **One-Stop System Performance and Assessment** – Provide a listing of locally/regionally developed one-stop performance standards and describe the criteria used to develop the performance standards. Describe how the one-stop system and regional service delivery is assessed by the local board.

Locally/Regionally Developed One-Stop Performance Standards. At this time the Board has not developed local performance standards in addition to the required WIOA Indicators of Performance. Additionally, no regional performance standards have been established for the Metro Atlanta Workforce Region. However, the five local boards that comprise the region are interested in establishing them.

One-Stop System and Regional Service Delivery Assessment. The Board uses its One-Stop Certification process to assess the local delivery system every two years. At a minimum, it verifies that the workforce system provides universal access to the programs, services and activities described WIOA, including having at least one physical center located within the local area.

Additionally, in accordance with State policy, the Board submits a Business Plan to the WFD that includes the following items:

- The vision and mission statement
- A diagram and narrative of customer flow through the system
- A description of the clear flow of services between all partners
- An overview of the facility's service delivery structure
- The plan for increased enrollment in various programs and increased use of facilities
- The system for referring individuals to training services and the use of ITAs
- A description of leveraged resources with various funding streams, educational grants, and other financial aid programs
- The community outreach plan
- An overview of the One-Stop partners and the ways in which services are integrated

With respect to regional initiatives, at this time the five local boards that comprise the

Metro Atlanta Workforce Region have not adopted a formal process or methodology for jointly assessing service delivery. This is an item that may be explored together in the future.

3. ETPL System – Describe the regional Eligible Training Provider System, including the elements listed below.

a. Provide a description of the public notification to prospective providers.

DWDB along with local workforce boards for Atlanta Regional and Fulton County utilize a regional approach for the ETPL system. Under a contractual arrangement with the Atlanta Regional Commission (ARC), the ARC solicits bids through a public invitation process for the three boards by posting a training provider application on its website. It also ensures that the WFD website directs interested applicants to this site.

Further, in an effort to expand the industry offering among service providers and in response to the local economy, the DWDB also provides notification of the application process via local media and by issuing a public announcement. Additionally, the Board distributes letters of notice to any agency that has previously requested to be on the Potential Bidders' List.

b. Provide a description of how the board(s) evaluates providers and proposed training programs for initial eligibility, based on (at a minimum) criteria of proven effectiveness, local employer/industry demand, accreditation and customer accessibility.

As discussed in the response to **Performance, ETPL, and Use of Technology, 3.a. above**, the Board participates in a regional approach for the ETPL system. Under the contractual arrangement, ARC is responsible for evaluating training provider applications.

ARC conducts pre-award visits, verifies performance information (including Geographic Solutions reporting), and completes employee interviews as well as participant/ student interviews. Additionally, ARC compares State WIOA performance goals, regional goals, and Metro Atlanta Workforce Region goals against provider performance outcomes. In doing so, ARC may use UI Wage Reports to verify employment, employment dates, and wages. Upon completion of the evaluation, ARC prepares summary reports for the Regional ITA Committee's consideration.

Additionally, as needed, ARC will issue letters to applicants who fail to submit adequate information. If it is determined that fraudulent or faulty information has been submitted, then the application will be denied.

Once a provider is approved, ARC electronically transmits the information to the WFD for its approval and inclusion on the ETPL.

The DWDB may choose to use, restrict, or reject an eligible provider based on its local policies.

c. Provide a description of the formal appeals process for aggrieved ITA customers and providers of unapproved training programs.

Aggrieved ITA customers from DeKalb County are required to follow the procedures described the response to **Strategic Elements, Governance, and Structure, 8.**

above.

With respect to providers of unapproved training programs, DWDB makes every effort (both informally and formally) to resolve the issue at the local level. However, if it remains unresolved, then the provider may make a formal appeal to the State.

As described in Section 4.4 of State Workforce Policies and Procedures located at <http://www.georgia.org/wp-content/uploads/2014/06/Workforce-Policies-and-Procedures-6-7-16.pdf>, the provider must make the state-level appeal in writing and submit it within 45 days of the local decision. It must be signed by an authorized individual from the training provider and should include:

1. Name of the training provider
2. Address and phone number of the training provider
3. The specific program which was denied (if applicable)
4. A copy of the Local Board's decision
5. An explanation of why an appeal is being filed, and
6. If applicable, documentation of any specific factor (e.g., conflict of interest, nepotism, procedural non-adherence, etc.) which put the aggrieved training provider at a competitive disadvantage.

The State will review the appeal and may choose to hold a hearing to gather additional information as it determines necessary. It will issue its decision based on its findings.

d. Provide a description of the ongoing process used to update the data on the eligible providers list (exclusive of the state-conducted continued eligibility process).

As part of its regional approach, DWDB has established performance goals that each provider is required to meet or exceed. If the goals are met, the training provider agreement continues without interruption.

However, if the required levels are not met, then the provider is given a 30 -day pending "Hold" status. During this time, the provider must develop a corrective action plan and submit verifiable information regarding performance.

Additionally, a "Limited Slot" requirement is instituted for new providers not meeting performance requirements. Under this restriction, a limited number of job seekers are allowed to attend the provider's training; however, once the number has been reached, no other job seekers may attend training until a review of performance is conducted. Depending on the results of the review, the limited slots requirement may be lifted or it may continue until performance requirements are met.

If the provider's status has changed, i.e., moved location, termination of business, etc., ARC immediately notifies the other local workforce boards and the WFD.

Procedures for review and approval of additional programs and price changes for approved training providers are provided in the Training Provider Agreement. Submittal of program changes/additional programs/price increases are reviewed by the Regional

ITA Committee. If approved, they are then transmitted to the WFD.

The Board also conducts its own local monitoring that is independent of ARC performance activities. It includes a review of ITA-enrolled customers. Performance outcomes as compared against local requirements are also tracked.

e. Provide a description of any regional policies or agreements for ITAs or training providers.

As outlined in the response to **Service Delivery and Training, 6. above**, DWDB has established local policies and procedures related to ITAs. Due to the cooperative efforts of the local boards in the Metro Atlanta Workforce Region, most of the local ITA policies within the region are the same for tuition and support.

Additionally, to further promote regionalization and provide economies of scale, the DWDB and workforce board for Fulton County contract with ARC to carry out the eligible training provider processes related to application and evaluation, reference and performance checks, and monitoring and reporting services. The Board's One-Stop Operator, DWD, shares in the monitoring process.

Each quarter the boards meet to discuss regional issues. The topic of ITAs and training provider statuses and outcomes is included as a standing agenda item. It is at this time that ARC provides each workforce board with a reporting of performance for all metro area-training providers in addition to providers with local workforce board enrollments. Additionally, policies regarding ITAs are discussed by the group. Potential modifications are presented to the respective boards for adoption.

f. Provide a description of the process to track and manage all ITA activity.

The Board uses Geographic Solutions to track programmatic and fiscal activities related to ITAs. Specifically, the system tracks customer enrollments and performance outcomes as well as financial obligations and cost expenditures. Geographic Solutions reports are run each month to determine enrollment levels and performance results.

Additionally, independent of Geographic Solutions tracking, the Board also monitors ITA fiscal activity using detailed ITA expense tracking spreadsheets that are organized by case managers. The finance team reconciles these spreadsheets against actual expenditures on a monthly basis. At the same time, ITA case management activity is tracked and managed through the case management system.

g. Provide a description of local board policy on use of statewide eligible training provider list (including financial and duration limits, out-of-area training, service to out-of-area customers, etc.).

The DWDB has a number of policies related to the use of eligible training providers:

Financial and Duration Limits. Training services may not exceed two years for a training, certificate, or degree program. The total cost shall not exceed \$5,000 for a training program with a duration of one year or less, or \$8,000 for more than one year.

Out-of-Area Customers. Priority for WIOA training and support services is given to residents of DeKalb County. Additionally, services are provided to dislocated workers whose place of employment is/was within DeKalb County.

Providers Not On ETPL. On a limited, case-by-case basis, the Board may approve funding for an individual to participate in a training program that is offered by a provider that is not on the ETPL.

Demand Occupations – Customers are encouraged to choose training programs that lead to employment in a demand occupation.

h. Provide a description of how registered apprenticeship programs are added to the ETPL.

Registered apprenticeship applications are coordinated by the WFD. Once the DWDB receives notification from the WFD regarding a newly approved registered apprenticeship program, it adds this information into the ETPL.

4. Implementation of Technology – Provide a description of the technology used to enhance customer (participant and business) experience and any additional data analytics used to enhance planning and measure outcomes beyond mandated performance measures.

The Board uses the following technologies to enhance customer experience:

- **Social Media.** DWDB views social media as an important way to connect with its existing customers, as well as to outreach to potential new customers. Using tools such as LinkedIn, Twitter, and Facebook, the Board keep job seekers and businesses up-to-date about workshops, hiring events, success stories, “hot jobs”, and labor market trends. Posts are designed to keep customers informed and engaged; encouraging them to participate and succeed.
- **Text Messaging.** The Board’s Operator, DWD actively uses text messaging to connect with customers. For example, it is used to inform groups about scheduled activities such as training, workshops, job clubs, and hiring events. DWD has found texting is an especially effective tool in gathering case management and follow up information from many customers.
- **Mobile Career Lab.** The Board’s state-of-the art Mobile Career Lab allows services to be taken directly to customers. Businesses may use it for recruiting, pre-employment screening, interviewing and training. Individuals can access various job search/career development activities, such as on-line job search, resume and cover letter development, on-line tutorials and individual assessments, and exploration of training eligibility and options.

The Mobile Career Lab operates under generator driven power or through a shore line connection with Internet connection via satellite. Printer, scanner, and copy services are available and DVD and Blu-Ray units are attached to a large screen Plasma TV that is used for training as well as the smaller TV that is located within the private interview area.

- **On-line Access.** Moving forward, DWDB will explore using an on-line orientation that will detail the eligibility requirements and documentation needed for WIOA enrollment so that job seekers are better prepared for their first on-site visit. Additionally, to improve services to businesses, the Board will specifically include the

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contact information for the Business Services Unit so that employers can easily connect with them.

State Initiatives and Vision

1. **State Branding** – Provide a description for how the area will adopt and utilize the state brand.

The DWDB is committed to adopting and utilizing the new brand unveiled by the State which will be known locally as WorkSource Georgia: DeKalb.

The Board will update its resources, such as the DWD website, facility signage, Mobile Career Lab, letterhead, brochures, pamphlets, and other related materials to ensure clarity and consistency in messaging and outreach. Additionally, the Board's Operator, DWD, will educate and train One-Stop Center personnel on the proper usage of the new brand, including when answering the telephone and emailing customers.

2. **State Initiatives** – Describe how the area will coordinate with WFD state initiatives, including: **Go Build Georgia, Operation: Workforce, WorkSmart Georgia and the High Demand Career Initiative.**

DWDB takes advantage of programs offered through WFD. These projects connect with employers, engage them in a dialogue concerning their future workforce needs, and deliver solutions appropriate to those specific needs

Go Build Georgia. Go Build Georgia is designed to introduce and prepare aspiring young professionals for employment opportunities in skilled trades, such as construction, transportation, energy, telecommunications and manufacturing. The DWDB has secured a grant of \$56,000 to provide valuable exposure through classroom training and hands-on instruction to 22 rising high school seniors from the DeKalb County School District. This partnership will include the WFD, technical colleges, pre-apprenticeship programs and industry professionals.

Operation: Workforce. Operation: Workforce serves as an on-line One-Stop for Veteran resources and services in Georgia. It provides resources from various state agencies and private organizations. Veterans are able to utilize these resources to translate their military occupational classifications into civilian occupations that best align with their skill set and training. DWDB will ensure that Veteran customers and their spouses utilize this valuable resource as part of their job search activities.

WorkSmart Georgia. Georgia WorkSmart is a work-based learning initiative operated by WFD. It promotes apprenticeship programs as a workforce development tool and assists Georgia companies in developing and implementing customized programs to meet their specific hiring and training needs. Using the apprentice model helps businesses grow their own talent and builds a motivated and qualified workforce. Employers use apprentice programs to recruit and train new employees and to upskill their current workforce. DWDB plans to work with WFD to implement Georgia WorkSmart in DeKalb County.

High Demand Career Initiative (HDCI). The HDCI allows state partners involved in training Georgia's future workforce – primarily the University System of Georgia (USG) and the Technical College System of Georgia (TCSG) – to hear directly from the private sector about what specific needs they have from a workforce perspective (i.e., degrees/majors, certificates, courses, skillsets, etc.). With decision-makers from each of these entities at one table, the DWDB will be able to gain a clear picture of what local

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businesses need from the DeKalb workforce system and pair them with existing assets and/or collectively tackle any gaps, one by one.

3. Special Populations – Describe how the area will provide services to the special populations specified in the state plan, to include ex-offenders, veterans, at-risk youth, long-term unemployed, adult learners and individuals with disabilities. If the region has identified additional target groups, please list.

The Board provides WIOA services to a wide population of customers. With the exception of the Comprehensive Youth Program, there are no "stand alone" WIOA-funded programs for specific target groups. However, it is important to note that the Board does conduct targeted outreach efforts to attract persons who may not regularly seek WIOA services, including Veterans, Housing Authority residents, long-term unemployed TANF recipients, adult learners, individuals with disabilities, homeless persons, ex-offenders, and high school seniors. DWDB has been particularly successful in recruiting the refugee/limited English-speaking community in the Clarkston area.

4. Priority of Service – Describe how the region will identify and administer the state's priority of service policy. Identify if the region will add target populations in addition to ones specified by state and federal policy.

The Board complies with the State's Policy for priority of services that is found on the website at <http://www.georgia.org/wp-content/uploads/2014/06/Workforce-Policies-and-Procedures-6-7-16.pdf>, under under Section 3.2.5.

Priority for Adult services will be given to recipients of public assistance or other low income individuals, with added priority for individuals who are basic skills deficient. Priority applies regardless of funding levels. Individualized career services and training services will be given on a priority basis, regardless of funding levels, as follows:

A. Public assistance recipients and other low-income adults;⁵ and

B. Individuals who are basic skills deficient.⁶

⁵ An individual who meets any one of the following criteria satisfies the low-income requirement:

A. Receives, or in the past six months has received, or is a member of a family that is receiving, or in the past six months has received, assistance through SNAP, TANF, or the Supplemental Security Income (SSI) program, or state or local income-based public assistance

B. Receives an income or is a member of a family receiving an income that, in relation to family size, is not in excess of the current combined U.S. Department of Labor (USDOL) 70 percent Lower Living Standard Income Level;

C. Is a homeless individual, as defined in § 41403 (6) of the Violence Against Women Act of 1994, or a homeless child or youth as defined in § 725 (2) of the McKinney-Vento Homeless Assistance Act;

D. Receives or is eligible to receive a free or reduced-price lunch under the NSLA

E. Is a foster youth, on behalf of whom state or local government payments are made; or

F. Is an individual with a disability whose own income meets WIOA's income requirements, even if the individual's family income does not meet the income requirements of the income eligibility criteria for payments under any federal, state, or local public assistance program.

⁶ An individual who is unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society satisfies the basic skills deficient

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Veterans under WIOA § 3 (63)(A) receive priority of service as described in the Jobs for Veterans Act (38 U.S.C. 4215 (2)). Veterans and eligible spouses of veterans who otherwise meet the eligibility requirements for adult programs must receive the highest priority for services. Priority must be provided in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance, are low income individuals, or who are basic skills deficient. Military earnings are not to be included as income for veterans and transitioning service members.
2. Individuals who are not veterans or eligible spouses who meet WIOA priority criteria.
3. Veterans and eligible spouses who are not included in WIOA's priority groups.
4. Individuals outside the groups given priority under WIOA.

While Veterans receive priority through WIOA services, the Board and its service providers will refer and direct Veterans with Significant Barriers to Employment to the Disabled Veterans Outreach Program to ensure the most effect provision of services.

Additionally, in the spirit of reflecting the special needs of DeKalb County, the Board has determined that there is a sizeable group of individuals in the local area that are commonly referred to as the "working poor". They earn just enough to be above the federal poverty guidelines and public assistance requirements; however, they do not earn enough to achieve economic self-sufficiency.

As a result, the Board has established an additional service priority to any WIOA-eligible Adult who is a member of a family with an income level between 100% - 200% of the lower living standard income level (LLSIL) for the past six months.

requirement for WIOA adult services. In assessing basic skills, Boards must use assessment instruments that are valid and appropriate for the target population and must provide reasonable accommodation in the assessment process, if necessary, for individuals with disabilities.

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Attachment 1: Local Workforce Development Board Member Listing

Member Name	Title	Entity	Board Category
Sadie Dennard: Chair	External Manager	Georgia Power	Business
Hope Boldon: Co-Chair	President, Human Development Division	Integral	Business
Rhonda Briggins	Senior Director, External Affairs	MARTA	Business
Kim Childs	Vice President of	DeKalb Chamber	Business
Claudette Grant	Human Capital Analyst	Center for Disease Control	Business
Jacqueline Thompson	Vice President, Transportation Operations	Macy's	Business
Cathy Hardin	Director, Human	DeKalb Medical	Business
John Lenz	Vice President	LENZ	Business
Tommy Lester	Managing Director	Startup BFF	Business
Michael Romesburg	Lead Manager, Workforce Initiatives	CVS Health	Business
Mike Carow	HR Manager	Hormel Foods	Business
Jerome Jackson	Director, Business & Membership	IBEW Local Union 613	Labor: Registered Apprenticeship
DePriest Waddy	Regional Director: DeKalb	United Way of Greater Atlanta	Community Based
Tony Westly	Business Manager	Operative Plasterers	Labor: Registered Apprenticeship
Jacqueline Echols	Metro TANF Manager	DeKalb County DFCS	Youth Serving Organization
Lamont Wise	Sr. Director, Workforce Development, Education & Training	Urban League of Greater Atlanta	Community Based Organization
Jacqueline Echols	Vice President, Adult Education	Georgia Piedmont Technical College	Adult Education
Audrey Turner	Business Manager, Office of the President	Emory University	Higher Education
Diane Allen	Career Center Manager	Georgia Department of Labor	State Employment Service
Marcia Blanding	Regional Director	Georgia Vocational Rehabilitation Agency	Vocational Rehabilitation
Ray Gilley	President, Development Authority of DeKalb	DeKalb County Economic Development	Economic Development

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Attachment 2: Local Negotiated Performance

Note - WIOA Performance Measures will be negotiated with the State once it completes its negotiations with the US Department of Labor.

WIOA Performance Measure	PY16 Goal	PY17 Goal
Adult Q2 Entered Employment	TBD	TBD
Adult Q4 Entered Employment	TBD	TBD
Adult Median Earnings	TBD	TBD
Adult Credential Rate	TBD	TBD
Adult In-Program Skills Gain	TBD	TBD
DW Q2 Entered Employment	TBD	TBD
DW Q4 Entered Employment	TBD	TBD
DW Median Earnings	TBD	TBD
DW Credential Rate	TBD	TBD
DW In-Program Skills Gain	TBD	TBD
Youth Q2 Placement in Employment or Education	TBD	TBD
Youth Q4 Placement in Employment or Education	TBD	TBD
Youth Median Earnings	TBD	TBD
Youth Credential Rate	TBD	TBD
Youth In-Program Skills Gain	TBD	TBD
Employer Measure	TBD	TBD

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Attachment 3: Comments that Express Disagreement

Comment 1
Originating Entity:
Comment:

Comment 2
Originating Entity:
Comment:

Comment 3
Originating Entity:
Comment:

Comment 4
Originating Entity:
Comment:

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Attachment 4: Signature Page

The undersigned hereby agree to adhere to all applicable federal, State, and local laws, regulations, and policies in performing any duty associated with the funds made available to under the Workforce Innovation and Opportunity Act.

Name: Sheryl B. C. Stone, PMP

Title: Local Workforce Area Director

Entity Representing: DeKalb Workforce Development

Signature: _____

Name: Lee May

Title: Chief Local Elected Official

Entity Representing: DeKalb County Government

Signature: _____

Name: Sadie Dennard

Title: Local Workforce Development Board

Entity Representing: Georgia Power

Signature: _____